



VAASAN AMMATTIKORKEAKOULU  
VASA YRKESHÖGSKOLA  
UNIVERSITY OF APPLIED SCIENCES

Saara Leppänen

# Employee engagement in Hotel X & Hotel Y

Business Economics and Tourism  
2015

## TIIVISTELMÄ

Tekijä	Saara Leppänen
Opinnäytetyön nimi	Employee Engagement in Hotel X & Hotel Y
Vuosi	2015
Kieli	Englanti
Sivumäärä	47 + 4 liitettä
Ohjaaja	Ossi Koskinen

---

Tämä opinnäytetyö tutkii työntekijöiden sitoutumista Hotel X & Y:ssä. Työntekijöiden sitoutuminen on pienyritykselle erittäin tärkeää, sillä sen avulla voidaan pienentää kuluja, varmistaa työntekijöiden ammattitaitoisuus sekä hankkia lojaali asiakaskunta. Tutkimuksessa selvitetään asiakasyritysten työntekijöiden nykyinen sitoutumistaso sekä annetaan ehdotuksia sitoutumisen parantamiseen.

Teoreettinen osuus esittelee työntekijöiden sitoutumisen Kahnin (1990) työntekijöiden sitoutumismallin ja Maslowin tarvehierarkian pohjalta. Opinnäytetyössä esitellään yrityksille sitoutuneiden työntekijöiden hyötyjä ja haittoja, ja arvioidaan sitoutuneiden työntekijöiden merkitystä. Lisäksi teoreettisessa viitekehyksessä esitellään Gallupin tutkimuksen kolme työntekijätyyppiä: sitoutuneet, sitoutumattomat ja aktiivisesti sitoutumattomat työntekijät. Työssä korostetaan myös johdon roolia ja 11 työntekijöiden sitoutumiseen vaikuttavaa avaintekijää.

Opinnäytetyön toteutukseen valittiin kvantitatiivinen tutkimusmenetelmä ja vastaukset kerättiin internet-kyselyllä, joka lähetettiin kaikkien kokoaikaisten työntekijöiden sähköpostiin.

Tulokset osoittivat neljä matalan sitoutumisen aluetta Hotelli X:ssä: työpaikka ja resurssit, mahdollisuudet kasvuun, kompensatio sekä stressi ja työtahti. Suosituksia sitoutumisen parantamiseen ovat: 1. Työn määrän uudelleenarviointi tai uuden työntekijän palkkaus 2. Palkan uudelleenarviointi 3. Työpaikan puhtaana- ja kunnossapito ja 4. Lisävastuun antaminen työntekijöille.

Hotelli Y:lle matalan sitoutumisen alueita ovat: työpaikka ja resurssit, mahdollisuudet kasvuun, palaute, stressi ja työtahti, reiluus sekä muut. Suosituksia sitoutumisen parantamiseen ovat: 1. Työn määrän uudelleenarviointi tai uuden työntekijän palkkaus 2. Positiivisen palautteen antaminen työntekijöille 3. Ylennys- ja etenemiskäytännöistä tiedottaminen kaikille työntekijöille 4. Työpaikan puhtaana- ja kunnossapito ja 5. Lisävastuun antaminen työntekijöille.

Avainsanat: sitoutuminen, kulut, työntekijätyypit, pienyritys

---

## ABSTRACT

Author	Saara Leppänen
Title	Employee Engagement in Hotel X & Hotel Y
Year	2015
Language	English
Pages	47 + 4 Appendices
Name of Supervisor	Ossi Koskinen

---

This thesis studies employee engagement in Hotel X and Y. For small businesses the engagement of employees is very important as this way businesses are able to reduce costs, ensure the professionalism of employees and obtain loyal customers. The research studies the current level of engagement and gives recommendations for further increasing the engagement.

The theoretical framework introduces the concept employee engagement through Kahn 1990's Employee Engagement Model and Maslow's Hierarchy of Needs. Advantages and disadvantages evaluate the importance of employee engagement for smaller businesses (SME's). In addition, Gallup's three types of employees are introduced and the three types are engaged, disengaged and actively disengaged employees. Also the management's role and 11 Key Factors affecting employee engagement are highlighted.

The quantitative method was chosen and the responses were collected through an internet survey that was sent to all full-time employees' email addresses.

The results identified four low engagement areas for Hotel X: Workplace & Resources, Opportunities for Growth, Compensation, Stress and Work Pace and Other. Recommendations for increasing the engagement are: 1. Reassess the amount of work or hire an extra employee. 2. Reassess salaries 3. Keep the workplace fresh and up-to-date and 4. Give employees more responsibility.

For Hotel Y the low engagement areas are: Workplace & Resources, Opportunities for Growth, Feedback, Stress and Work Pace, Fairness and Other. Recommendations for increasing the engagement are: 1. Reassess the amount of work or hire an extra employee. 2. Give praise when an employee does a good job. 3. Bring the promotion and advancement policy to everyone's attention. 4. Keep the workplace fresh and up-to-date and 5. Give employees more responsibility.

## CONTENTS

### TIIVISTELMÄ

### ABSTRACT

1	INTRODUCTION .....	9
1.1	Employee Engagement Briefly .....	9
1.2	Aim, Objectives and Research Questions .....	9
1.3	The Structure of the Thesis .....	10
2	EMPLOYEE ENGAGEMENT.....	11
2.1	Overview on Employee Engagement.....	11
2.2	Employee engagement in relation to employee satisfaction and employee motivation .....	12
2.3	Gallup's 3 Types of Employees .....	14
2.3.1	Engaged Employees.....	14
2.3.2	Disengaged Employees.....	14
2.3.3	Actively Disengaged Employees .....	15
2.4	Maslow's Hierarchy of Needs and Employee Engagement.....	15
2.4.1	Maslow's Hierarchy of Needs Briefly .....	15
2.4.2	Maslow's Hierarchy of Needs in Relation to Employee Engagement .....	16
2.4.3	Criticism Towards Maslow's Hierarchy of Needs Theory.....	18
2.5	Kahn 1990 Employee Engagement Model.....	19
2.6	11 Key Factors Affecting the Employee Engagement .....	19
2.7	The Importance of Employee Engagement .....	24
2.7.1	Advantages .....	24
2.7.2	Disadvantages .....	25

2.8	Management's Role in Employee Engagement .....	26
2.8.1	Top-Level and Middle-Level Management.....	26
2.8.2	First-Level Management.....	27
2.8.3	Theory X and Theory Y.....	27
2.8.4	Good Managers Impact on Employee Engagement .....	27
2.8.5	Bad Managers Impact on Employee Engagement.....	28
2.8.6	Ways for a Manager to Improve Employee Engagement.....	28
3	RESEARCH METHODS .....	32
3.1	The Background of Research /Empirical Framework.....	32
3.2	Background of Hotel Y .....	32
3.3	Background of Hotel X .....	33
3.4	Quantitative and Qualitative Methods Briefly .....	33
3.5	Method Adopted in this Research .....	33
3.6	Reliability and Validity of Research .....	34
4	ANALYSIS OF THE RESULTS.....	35
4.1	Engagement Areas.....	35
4.1.1	Areas with High Engagement.....	35
4.1.2	Areas with Medium Engagement .....	35
4.1.3	Areas with Low Engagement.....	36
4.2	Recommendations for Improving Engagement.....	37
4.2.1	Recommendations for Improving Employee Engagement in Hotel X.....	37
4.2.2	Recommendations for Improving Employee Engagement in Hotel Y.....	38
5	CONCLUSIONS AND ASSESSMENT .....	40
5.1	Reliability .....	40
5.2	Usability .....	40
5.3	Transferability .....	40

5.4	Conclusions .....	41
REFERENCES	.....	43
APPENDICES	.....	48

## LIST OF FIGURES AND TABLES

<b>Figure 1.</b> Frederick Herzberg's Motivation-Hygiene Theory (Rogel 2015).	p. 13
<b>Figure 2.</b> The Hierarchy of Needs (Griffin & Moorhead 2009, 86, Figure 4.2).	p. 15
<b>Figure 3.</b> Maslow's Hierarchy of Needs Applied to Employee Engagement (Smith 2014).	p. 17
<b>Figure 4.</b> Key Factors of Effective Leadership (Larkin 2009).	p. 20
<b>Table 1.</b> Categories of Engagement with the Relevant Theory.	p. 61
<b>Chart 1.</b> Employees in Hotel X.	p. 62
<b>Chart 2.</b> Hotel X: Age Division of Respondents.	p. 63
<b>Chart 3.</b> Hotel X: Education of the Staff.	p. 63
<b>Chart 4.</b> Hotel X: Nationality of Respondents.	p. 64
<b>Chart 5.</b> Hotel X: Native Language of Respondents.	p. 64
<b>Chart 6.</b> Hotel X: Workplace and Resources.	p. 64
<b>Chart 7.</b> My Workplace is Safe.	p. 65
<b>Chart 8.</b> Hotel X: My workplace is Well-Maintained and Physically Comfortable Place to Work at.	p. 66
<b>Chart 9.</b> Hotel X: Opportunities for Growth.	p. 67
<b>Chart 10.</b> Hotel X: Opportunities for Growth by Job Task.	p. 68
<b>Chart 11.</b> Hotel X: Compensation.	p. 69

<b>Chart 12.</b> Hotel X: Benefits.	p. 70
<b>Chart 13.</b> Hotel X: Competitive Salary.	p. 71
<b>Chart 14.</b> Hotel X: Paid Fairly.	p. 72
<b>Chart 15.</b> Hotel X: Communication.	p. 73
<b>Chart 16.</b> Hotel X: Personal Expression.	p. 74
<b>Chart 17.</b> Hotel X: Feedback.	p. 75
<b>Chart 18.</b> Hotel X: Praise and Recognition.	p. 76
<b>Chart 19.</b> Hotel X: Teamwork.	p. 77
<b>Chart 20.</b> Hotel X: Respect for Employer.	p. 78
<b>Chart 21.</b> Hotel X: Respect for Employees.	p. 79
<b>Chart 22.</b> Hotel X: Quality & Customer Focus.	p. 80
<b>Chart 23.</b> Hotel X: Accountability for Quality.	p. 81
<b>Chart 24.</b> Hotel X: Stress and Work Pace.	p. 82
<b>Chart 25.</b> Hotel X: Job and Stress in Life.	p. 83
<b>Chart 26.</b> Hotel X: Amount of Work is Reasonable.	p. 84
<b>Chart 27.</b> Hotel X: The Work Pace Enables Me to Do a Good Job.	p. 85
<b>Chart 28.</b> Hotel X: Fairness.	p. 86
<b>Chart 29.</b> Hotel X: Favouritism in Raises and Promotions.	p. 87
<b>Chart 30.</b> Hotel X: Other.	p. 88
<b>Chart 31.</b> Hotel X: Drive to Help Business Succeed.	p. 89
<b>Chart 32.</b> Hotel X: I Would Recommend This Business to Family and Friends.	



	p. 90
<b>Chart 33.</b> Hotel X: Satisfaction with Job.	p. 91
<b>Chart 34.</b> Hotel X: Job Searching.	p. 92
<b>Chart 35.</b> Hotel X: Applied for Other Job within Past 6 Months.	p. 92
<b>Chart 36.</b> Disagreements per Job Task in Hotel X.	p. 93
<b>Chart 37.</b> Employees in Hotel Y.	p. 94
<b>Chart 38.</b> Hotel Y: Age Division of Respondents.	p. 95
<b>Chart 39.</b> Hotel Y: Education of the Staff.	p. 95
<b>Chart 40.</b> Hotel Y: Nationality of Respondents.	p. 96
<b>Chart 41.</b> Hotel Y: Native Language of Respondents.	p. 96
<b>Chart 42.</b> Hotel Y: Workplace and Resources	p. 97
<b>Chart 43.</b> Hotel Y: Workplace and Resources.	p. 98
<b>Chart 44.</b> Hotel Y: Compensation.	p. 99
<b>Chart 45.</b> Hotel Y: Communication.	p. 100
<b>Chart 46.</b> Hotel Y: Personal Expression.	p. 100
<b>Chart 47.</b> Hotel Y: Feedback.	p. 101
<b>Chart 48.</b> Hotel Y: Teamwork.	p. 102
<b>Chart 49.</b> Hotel Y: Respect for Manager.	p. 103
<b>Chart 50.</b> Hotel Y: Respect for employees.	p. 104
<b>Chart 51.</b> Hotel Y: Quality & Customer Focus.	p. 105
<b>Chart 52.</b> Hotel Y: Stress and Work Pace.	p. 106

<b>Chart 53.</b> Hotel Y: Fairness.	p. 107
<b>Chart 54.</b> Hotel Y: Other.	p. 108
<b>Chart 55.</b> Hotel Y: Job Searching.	p. 109
<b>Chart 56.</b> Disagreements in Hotel Y.	p. 109

**LIST OF APPENDICES**

<b>APPENDIX 1.</b> Employee Engagement survey in English	p. 48
<b>APPENDIX 2.</b> Employee Engagement survey in Swedish	p. 52
<b>APPENDIX 3.</b> Employee Engagement survey in Finnish	p. 56
<b>APPENDIX 4.</b> Results	p. 60

# 1 INTRODUCTION

## 1.1 Employee Engagement Briefly

Employee engagement is not a new concept. However, the role of employee engagement has recently become relevant due to generation Y entering the job markets. The new generation is driven by different motivators than previous generations and due to this the businesses need to re-think the ways in which they engage employees (Bersin 2014; Coy 2014).

Employee engagement and employee satisfaction are often confused. An employee might be satisfied and yet not be engaged. Employee engagement could be described as a larger concept that covers both employee satisfaction and motivation (Rogel 2015).

Therefore, engagement can be measured in three levels: physical, cognitive and emotional. Later also a psychological level was identified which further is divided into meaningfulness, safety and availability (Albrecht 2010; Truss et al. 2014).

Employee engagement benefits the business in various ways. Engaged employees work harder, are passionate about their job and go the extra mile. They are active and provide constructive feedback. Engaged employees respect their managers and colleagues (Nolinske 2013).

For smaller businesses, especially businesses like Hotel X and Y, engaged employees are vital because the customers are likely to be more satisfied. Also the turnover rate as well as absenteeism decreases, and therefore additional costs of training and hiring can be reduced (Shriah 2010-2014; Kruse 2012; Arussy 2013; Huhman 2013; Nolinske 2014).

## 1.2 Aim, Objectives and Research Questions

The research topic of this thesis is Employee engagement in Hotel X and Hotel Y. The topic covers the concept “employee engagement” and therefore the aim of this

research is to introduce the concept employee engagement from different standpoints and evaluate how important employee engagement is for businesses.

The study examines the level of employee engagement in Hotel X and Hotel Y and therefore the research questions are: What is the current level of engagement among employees in Hotel X and Hotel Y? And, how to further increase the employee engagement in the two hotels?

In addition, recommendations for Hotel X and Y will be provided on how to further increase engagement among employees.

### **1.3 The Structure of the Thesis**

First, the relevant theories and information for this research will be introduced. Second, the research method will be discussed. Third, the survey results will be analysed. Fourth, the individual recommendations on how to improve engagement for each hotel are provided are drawn based on the results. Fifth, the conclusions will be presented.

The survey is handed to all full-time employees at Hotel X and Hotel Y, due to them being relatively small hotels. This will provide a high accuracy ratio considering that most employees responded to the survey.

## 2 EMPLOYEE ENGAGEMENT

### 2.1 Overview on Employee Engagement

Engagement is a state of mind and can be measured in three levels: physical, mental (cognitive) and emotional. The better engagement is in each level, the higher is employee engagement. High employee engagement increases productivity & quality, as well as decreases employee turnover rate and therefore also hiring and training costs (Truss, Alfes, Delbridge, Shantz & Soane 2014).

There are three kinds of employees: Engaged, disengaged and actively disengaged. Engaged employees put extra effort into work, are less likely to leave the organisation and are most satisfied with their jobs. Disengaged employees are neutral: they do their jobs but do not put any extra effort into it. Actively disengaged employees are dissatisfied with their jobs and also spread the dissatisfaction to other employees. They also take more days off work creating additional costs for organisations (Cheese, Thomas & Craig 2008).

Kruse (2012) states that engagement is important to be considered as disengaged employees are more likely to leave. When employees do not stay with the business, more costs, such as hiring & training costs, occur. In addition, when the employee turnover rate is higher, the staff is less capable. Cook (2008) also identified that disengaged employees underperform in their tasks and undermine the accomplishments of others therefore negatively affecting the attitudes of everyone at work. (Albrecht 2010) further identified that disengaged employees have more accidents at workplace and higher absenteeism rate.

Albrecht (2010) argues that employee engagement can be increased through creating an employee engagement survey, setting goals to address flaws and selecting right managers or alternatively modifying the views of existing managers through training. Collins (2001) believes that employee engagement increases when employees are given more freedom regarding the way they work, the tasks they undertake and possibility to work remotely.

Shortly, employee engagement could be described as a concept that combines factors such as teambuilding, motivation and empowerment of employees. Employee engagement is more than just employee satisfaction, as employees that are satisfied might like their jobs yet do little work, whereas employees that are engaged are willing to go for the extra mile. The concept employee engagement therefore includes both motivation and satisfaction of employees (Larkin 2009; Truss et al. 2014).

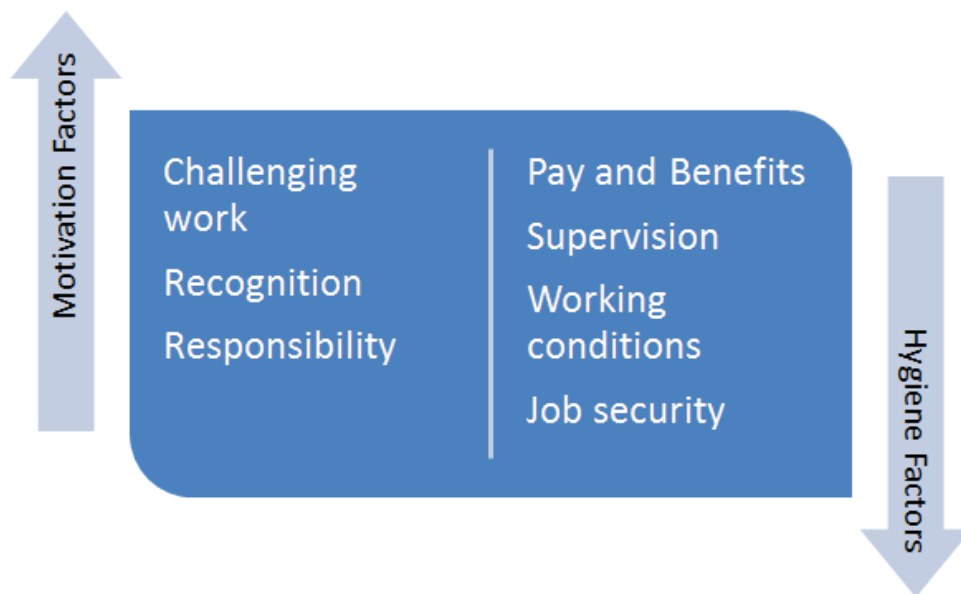
## **2.2 Employee engagement in relation to employee satisfaction and employee motivation**

All three, employee engagement, employee satisfaction and employee motivation are linked to each other, therefore making it difficult to speak about one without including the other. However, there is a slight difference to them (Albrecht 2010).

Albrecht (2010, 351) defines employee engagement as “The extent to which employees are motivated to contribute to organizational success, are willing to apply discretionary effort to accomplishing tasks important to the achievement of organizational goals”. Engaged employees are workers who are happy to contribute to the success of the organisation, even if it means they need to contribute more effort into the work (Byrne 2014; Truss et al. 2014).

Frederick Herzberg has created a theory that draws a line between satisfaction and motivation. Satisfaction and motivation are seen as key factors of engagement and therefore they both need to be met in order to ensure high employee engagement levels (Rogel 2015).

## Frederick Herzberg's Motivation-Hygiene Theory



**Figure 1.** Frederick Herzberg's Motivation-Hygiene Theory (Rogel 2015).

Employee satisfaction defines how happy employees are with their job and work environment. Solely satisfied employees are happy with their jobs but this does not necessarily mean they are willing to go for the extra mile for the organisation, therefore differing satisfied employees from engaged employees (Gaurav 2013). As per figure 1, satisfaction is often described with hygiene factors. Hygiene factors include pay and benefits, supervision, working conditions and job security (Rogel 2015).

Employee motivation defines how motivated and willing to go for the extra mile employees are. Motivated employees work hard and find the job challenging yet still not be satisfied with their jobs. Figure 1 states that employee motivation is often described with Motivation Factors. Motivation Factors include challenging work, recognition and responsibility, creating a distinct difference from satisfaction (Rogel 2015).

It is desirable for an organisation to have motivated and satisfied employees, as then the employees are likely to be more engaged. More engaged employees mean better



productivity, higher sales and happier employees. However, it is not possible to obtain total satisfaction, motivation nor engagement (Albrecht 2010; Byrne 2014; Gaurav 2013; Truss et al. 2014).

### **2.3 Gallup's 3 Types of Employees**

Gallup Employee Engagement Center offers organisations a wide range of employee engagement solutions. They offer the same valuable engagement tools for businesses' use that are utilised for example by the leading Fortune 500 companies (Gallup 2014).

In order to be able to offer comprehensive solutions for businesses, Gallup has conducted years of research and interviews in various countries and organizations. As a result, they have identified three major employee types when it comes to engagement: engaged, disengaged and actively disengaged employees (Gallup 2014).

#### **2.3.1 Engaged Employees**

Engaged employees are the best employees and colleagues. They are genuinely involved and committed at work, give their best and go for the extra mile. They work with passion and feel as part of the organisation. Engaged employees are an asset for the organisation as they tend to work hard and help others. Engaged employees are the ones that bring money for the organisation and are in line with organisation's goals. They are also less likely to quit which lowers the employee turnover rate and further decreases hiring costs (Gallup 2014; McKeever 2014; Sanford 2002).

#### **2.3.2 Disengaged Employees**

According to Gallup, disengaged employees are difficult to notice as they do not pull attention to themselves as much as actively disengaged employees. However, it does not mean that disengaged employees are good for the organisation. Oftentimes disengaged employees are not concerned about the customers nor meeting the organisations goals. These employees might also cause "shrinkage", for the organisation as they could take office supplies and other products for

personal use. The main motivator for disengaged employees to be working within the organisation is to get money (Gallup 2014; McKeever 2014; Sanford 2002).

### 2.3.3 Actively Disengaged Employees

Actively disengaged employees are people who do not care about the organisation. They have more sick days and quit more often than engaged employees, therefore costing a lot of additional costs for the organisation in form of hiring and sick day payments. Actively disengaged employees put as little effort into work as possible. They also show their disengagement and underrate the work of others, therefore negatively affecting the atmosphere of other employees as well (Gallup 2014; McKeever 2014; Sanford 2002).

## 2.4 Maslow's Hierarchy of Needs and Employee Engagement

### 2.4.1 Maslow's Hierarchy of Needs Briefly

The level of employee engagement can also be assessed through Maslow's hierarchy of needs (McLeod 2007).

Maslow's hierarchy of needs is a pyramid consisting of five levels, which are from bottom to top: physiological, safety, social/belongingness, esteem and self-actualisation needs (Griffin & Moorhead 2009, 86; McLeod 2007).



**Figure 2.** The Hierarchy of Needs (Griffin & Moorhead 2009, 86, Figure 4.2).

Following is a short description of each need level according to figure 2. Physiological needs include basic needs such as food, drink, shelter, sex and sleep. Safety needs include protection from elements, security, order, law, stability, freedom from fear. Social needs include friendships, intimacy, affection and love from the people in your circles such as friends, family and loved ones. Esteem needs include achievement, mastery, independence, status, self-respect and respect from others. Self-actualization needs include feeling self-fulfilled, understanding own potential, thriving for personal growth and new experiences (Griffin & Moorhead 2009, 87-88; McLeod 2007).

In order to be able to rise to a higher level in the pyramid, the previous need has to be satisfied, meaning that for example before satisfying the esteem needs one should have satisfied physiological, safety and belongingness needs. The higher level a person reaches, the more satisfied he is (Griffin & Moorhead 2009, 87-88; McLeod 2007).

#### **2.4.2 Maslow's Hierarchy of Needs in Relation to Employee Engagement**

Figure 3 examines employee engagement in relation to Maslow's hierarchy of needs.



**Figure 3.** Maslow's Hierarchy of Needs Applied to Employee Engagement (Smith 2014).

As can be seen from figure 3 above, engagement of employees increases in relation to the needs being met. In the lowest level we had physiological needs, i.e. "the survival needs". In survival needs the employee considers the job as something he needs for surviving, to pay bills and have financial independence. These employees are disengaged employees, the employees who do not motivate other employees, are working for the money only and are not very satisfied with their jobs. They do not stay overtime, nor put extra effort into their work (David 2014; Smith 2014).

In security / safety needs level in figure 3 are employees that are not engaged. The disengagement might be caused due to their fear losing the job, meaning that they do not feel secure of their jobs. Their working conditions might be poor, they take more sick days than engaged employees, they might not like their manager, co-workers or team and they might actively be looking for another job (Smith 2014).

Once the third level, social/belonging needs in figure 3, is reached, the employees are almost engaged. In order to satisfy the belonging needs of employees, the employer could make sure that the employees feel like they are part of the organisation and that their work has meaning so that they are proud to work in the organisation. Having almost engaged employees already improves the atmosphere in organisation as they act as motivators to other employees as well. However, the danger is that almost engaged employees still might leave if they receive a job offer with better career prospects (David 2014; Smith 2014).

The fourth level, esteem in figure 3, could be seen as the importance when it is related to engagement. Employees at this level are vital for the business and they are engaged because they feel important at work. The step for leaving the organisation is higher, and they are likely to leave only if something much better is offered (Smith 2014).

The fifth and highest level, self-actualisation in figure 3, holds the highly engaged employees. Highly engaged employees are a great asset and they love working in the organisation. In addition, they help and inspire other employees and therefore create better atmosphere in the whole organisation (Smith 2014).

#### **2.4.3 Criticism Towards Maslow's Hierarchy of Needs Theory**

Yakowicz (2014) criticises the use of Maslow's hierarchy of needs by claiming that "human needs can't be neatly arranged into a pyramid." and that "different people are motivated by different things". Nowadays the employers tend to consider the lower ladders of pyramid as the most important – physiological and safety needs – and therefore Yakowicz reminds employers that not all people are motivated by money, benefits and job security. Instead of offering higher pay and better benefits to employees, he suggests that recognizing the employees' efforts, individual development as well as providing them with interesting work might bring better results and more engaged employees for the organisation (Yakowicz 2014).

## **2.5 Kahn 1990 Employee Engagement Model**

William Kahn studied personal engagement/disengagement of employees in addition to motivation. Disengagement is opposite of engagement. Employee is usually not either completely engaged or disengaged but the level of engagement varies between the three aspects, emotional, cognitive and physical engagement (Albrecht 2010; Truss et al. 2014).

Kahn's (1990) employee engagement model identifies three aspects of employee engagement which are physical, cognitive and emotional. Physical engagement is the extent of effort an employee invests into job, i.e. the desire they have to work and whether they go extra mile. Cognitive engagement is the employees' beliefs about the organization and managers. When employees believe in the organization and respect managers as well as other colleagues, the cognitive engagement is high. Emotional engagement is the employees' attitudes towards the organization and the managers. A positive attitude and being involved in job are characteristics of high emotional engagement (Albrecht 2010; Truss et al. 2014).

Kahn later identified psychological conditions of engagement which are meaningfulness, safety and availability. The meaningfulness is high if the employee feels that the job they do is worthwhile and valuable, safety is high if the person is able to be himself and trust his colleagues, and availability is high if physical and psychological resources are accessible while engaging in work (Albrecht 2010; Truss et al. 2014).

## **2.6 11 Key Factors Affecting the Employee Engagement**

Currently only 30% of employees internationally are engaged in the companies they work at. This is a problem as disengaged employees are not committed to the organisation's goals and therefore they do not give their best to achieve the results (Larkin 2009).

Larkin (2009) has identified eleven key factors that have positive effect on employees' engagement. He argues that there is not one right way to engage all employees as each employee has individual characters that affect their engagement

level. Therefore, it is essential to individually know what engages each person in order to obtain high levels of engagement within an organization.

Figure 4 below demonstrates the characters leaders need to possess in order to be able to effectively increase employee engagement.



**Figure 4.** Key Factors of Effective Leadership (Larkin 2009).

#### Culture

A leader can create an environment that promotes employee engagement (Larkin 2009). Culture has a major impact on how the employees feel about their workplace and how engaged they are. In some cultures work is seen more as a place where one gets money to live, and in other cultures work is more bind to personal life and therefore the engagement level is higher as well (Nauert 2010; Matsumoto & Juang 2008, 421).

#### Composition

The team / group of people employees work with have impact on employee engagement as well. Teams should consist of employees who get along with each



other. Team members do not need to like each other but if they have something in common they are more likely co-operate and respect other (Larkin 2009).

### Clarity

The directions an employee receives should be easy to understand, and no conflicting directions should be given. Once the employee knows what is expected of him, he will be more engaged.

In addition, clarity refers to understanding of aspirations. Aspiration is the bigger picture, and the better the employee understands the organizations goals and how they personally help to achieve them, the higher the engagement (Larkin 2009).

The Survey Initiatives (2014) survey agrees with Larkin that performance appreciation is important. According to them engagement increases when the employees have an understanding of how their work and effort increases the organisations' performance.

### Competence

Personal growth is important for the employees. Leader should make sure that employees have possibilities to improve their skills and talents in their daily tasks. Providing improvement chances shows employees that they are valued, and employee who feels valued is more engaged. Equality is important as well – the same opportunities should be provided to everyone in order to maintain good atmosphere (Larkin 2009).

The Survey Initiatives (2014) survey also lists that employee development is important and employees should be allowed to utilize their skills. They also add that a possibility to advance within organization is important and the employees should clearly be informed about career opportunities in order to maintain higher employee engagement level.



### Cooperation

According to Larkin (2009) most people prefer to work in teams. By allowing employees to co-operate the employees can build personal relationships with coworkers, eventually leading to higher engagement.

The Survey Initiatives (2014) survey agrees that employees need to feel part of the team in order to be engaged. However, they add that also employee-manager relationship is essential and the employees should feel respect towards their manager. If the manager has not gained the respect of employees, is the employee engagement likely to remain low.

### Control

As mentioned earlier, equality is important. All the employees should have the same standing point when it comes to rules and control. In case an employee misbehaves, there should be consequences. In case misbehaving employee will have no consequences, the other employees might become demotivated. However, the employees should be allowed some freedom as well so that they don't feel like in a prison at work (Larkin 2009).

### Communication

Two-way communication is important in engaging employees. The organization should have regular and open communication to its employees about current situation and changes that might incur. In two-way communication also an individual employee should be able to express his opinion, as when the employees feel like they are not left out, they are more engaged (Larkin 2009).

The Survey Initiatives (2014) survey results indicate that trust is important in engaging employees. In order to be trustworthy, the organization needs to have open and honest communication with employees, and the employees need to be able to feel that their manager is genuine in his words.

### Challenge

Having a challenging work where employees can utilize their skills and talents increases engagement levels. If the work is unchallenging, the employees are likely to lose interest to the daily tasks and therefore be less engaged (Larkin 2009).

The Survey Initiatives (2014) survey agrees with Larkin and claims that interesting job tasks are important. The employees need to be interested in their work to be engaged.

### Conflict

Conflict can be either constructive or deconstructive. Constructively managed conflict is a growth opportunity for the business. New ideas and solutions emerge when employees are allowed to express their opinions appropriately. Deconstructive conflict, i.e. a conflict that is managed poorly, might have a negative effect on employees and therefore lower the engagement (Larkin 2009).

### Compensation

Pay, additional benefits and bonuses are considered to be compensation for the employees work. Larkin (2009) argues that these aspects are important, but not the most important factor in engagement. In addition to monetary compensation, positive recognition and constructive feedback might be as important for employees. The main point is to have employees feeling that their effort at work counts (Larkin 2009).

### Change

Change is a difficult aspect as it makes most employees uncomfortable and therefore they naturally resist it. However, when the change is managed well it could be a factor contributing to higher engagement level. There shouldn't be too much change at a time and the change should have a good reason in order for the employees to cope with it (Larkin 2009).

In addition to Larkin's eleven key factors of employee engagement, The Survey Initiatives (2014) survey has found that also corporate pride has impact on employee engagement level. Corporate pride is what employees feel when they feel as part of the organization, and are proud of their workplaces. In a way, their job affects their self-esteem positively. Corporation is able to create higher corporate pride by having values an employee can relate to, such as environmental and social values, and acting in a good manner publicly.

## **2.7 The Importance of Employee Engagement**

Employee engagement is important for all organisations but when speaking of small businesses the importance of a good employee is even higher. Engaged employees provide various benefits for the business and therefore it is important to take the employee engagement into consideration (Byrne 2014; Truss et al. 2014; Cook 2008; Albrecht 2010).

### **2.7.1 Advantages**

#### Loyal employees

Loyal employees are a huge advantage for smaller businesses. These employees understand businesses goals and are willing to work to achieve them. Loyal employees are motivated and satisfied with the company they work with and therefore less likely to quit. Capable and loyal employees know how things are done which increases productivity and quality, as well as simultaneously decreases hiring costs (Brief 2013; Pitts 2014).

#### High work ethic

Engaged employees have higher work ethic than disengaged employees. Engaged employees have a high work ethic, and therefore are capable, motivated and efficient. Engaged employees put more effort into work and go for the extra mile to achieve the businesses goals, leading to higher sales and increased profits (Durkin 2010).

### Improved customer service

Employees with high work ethic are also likely to provide better customer service, and when customers receive good service, they are satisfied with the business and are more likely to return. The company might even be able to obtain loyal customers. This further escalates to higher profits for the business, as according to Pareto Principle 80/20, 20% of customers bring 80% of the profits (Gamble 2013; Kruse 2014; Federman 2009; Lavinsky 2014).

### Better work environment

Employee engagement has an impact on atmosphere at the workplace. Engaged employees contribute to job satisfaction by being more supportive and helpful towards other employees, and therefore positively affecting on the overall atmosphere. Better work environment also provides the employees with a sense of safety at the workplace (David 2014; Smith 2014).

### Increased sales and quality

Along good employee engagement businesses obtain increased sales, as well as increased quality of products and service. Employees that are engaged, are likely to work better and go for the extra mile to ensure better service for customers and product quality (Kruse 2012).

In addition, the hidden costs of employee engagement are decreased. Engaged employees that are loyal to the business are more likely to stay which leads to lower hiring and training costs. As mentioned earlier, engaged employees don't take as many days off work which leads to savings when it comes to sick-day payments (Larkin 2009; Yoon 2013).

## **2.7.2 Disadvantages**

### Increased hidden costs

Increased costs of disengaged employees appear for businesses in form of extra hiring costs and additional sick leave -payments. Disengaged employees are more likely to quit and then new workforce needs to be hired, creating e.g. hiring and

training costs. They also keep more sick days which therefore results in additional sick day payments. This is not profitable for organisation, as they are paying salaries for employees who do not work, and in some cases also for a substitute employee (Larkin 2009; Yoon 2013).

#### More demanding employees

With focus on employee engagement, the employees might consider the management too soft (Dineen, 1999). The problem with soft management is that the employees might become too demanding and the business might struggle to meet the needs of the employees and yet be profitable. The more you give the employees, the more they require (Leviss 2005).

#### Monitoring employee engagement is difficult

As employee engagement is intangible, it might be difficult to assess the actual level of employee engagement in a business. Also the conditions might change therefore leading to a change of engagement level. Due to difficulty in monitoring employee engagement, oftentimes remains questionable whether the employee engagement has improved or not (Armstrong 2000).

## **2.8 Management's Role in Employee Engagement**

Manager is the one giving directions to employees and making sure the goals are met. The manager could also be responsible for staffing and training, communication between the management and employees as well as ensuring business growth (Phillips 2015). According to Reh's (2015) words "A Manager is the person responsible for planning and directing the work of a group of individuals, monitoring their work, and taking corrective action when necessary." Therefore, it is important that the employees respect their managers, as it increases profits and decreases employee turnover rate (Smith 2013).

### **2.8.1 Top-Level and Middle-Level Management**

The Management has a great impact on employee engagement. When the management is good, also the employee engagement is high. If there are problems

in the management, it oftentimes shows as disengagement among employees (Cook 2008, 186).

Impact on employee engagement starts already from the top-level management so it is important to make sure they value employee engagement and thrive to ensure employees' needs are met (Cook 2008, 186).

### **2.8.2 First-Level Management**

With Marcus Buckingham's words "People don't leave companies they leave managers" it might seem as self-evident that the first-level manager has a great impact on employee engagement, especially in small businesses such as Hotel X and Hotel Y. The direct manager of the employees is the one who has the greatest impact on the employee engagement level (Keijzer 2014).

Sanford (2002) also argues that in order to keep the employees engaged, the managers need to have good relationships with the employees and be respected and trusted.

### **2.8.3 Theory X and Theory Y**

McGregor (1960) has presented two different management styles, Theory X and Theory Y. Theory X is a hard management style while theory Y is considered a soft management style. In theory X people are motivated by money while in theory Y the job itself, as well as succeeding and meaning of work are the motivators. When it comes to employee engagement, it is clear that the management style is soft, and therefore it could be concluded that in order to engage employees the managers should adapt the theory Y's leadership style (Rogel 2014).

### **2.8.4 Good Managers Impact on Employee Engagement**

For organisation it is important to have good managers as they are the ones who motivate the employees. They create passion for the work and lead by example. A good manager takes individuals needs into consideration and is able to bring out the best in each employee, have everyone to work to achieve the organisational goals and to improve overall organisational performance. A good manager knows what motivates each individual and provides them with the necessary equipment to

perform well in their daily tasks, and provides employees with further training and career advancement opportunities (Baumruk 2006).

Manager is the one communicating organisational goals for its employees. Managers are the ones responsible for achieving the goals, but they also inform team members as well about their importance in achieving goals (Baumruk 2006).

Often people are engaged to their managers, not the jobs, therefore manager-employee relationship is very important. It could even be seen as the single most important engagement factor (Lipman 2012).

### **2.8.5 Bad Managers Impact on Employee Engagement**

Bad managers are the major cause of employee disengagement. When the employees do not like nor get along with their managers, they generally do not like going to work either. Bad managers are a major cause of financial and employee losses for the business. When the manager is bad, the employees are less productive and efficient therefore leading for lower sales and quality. Teams with bad Managers perform worse than other teams, have higher turnover rate, take more days off work, and are less productive and generally very dissatisfied with their jobs to the extent they quit (Fermin 2014).

### **2.8.6 Ways for a Manager to Improve Employee Engagement**

#### Recognizing employees' effort

Employees will become more engaged once they know that their work counts. Therefore, in order to increase their engagement the meaningfulness of job should be brought to their attention. This can be achieved by letting them know how their effort contributes to the targets (Albrecht 2010; Cook 2008; Kruse 2012; Byrne 2014).

According to Kelleher (2014) even remembering to say thank you for the employees might be enough to make employees feel recognized and therefore increase engagement level.

### Providing career and training opportunities

Offering the employees a chance to succeed in their job and providing growth opportunities increases employee engagement (Albrecht 2010; Cook 2008; Kruse 2012; Byrne 2014).

Kelleher (2014) claims that it is important to have the employees to pursue high personal performance, as it leads to increased team and organisational performance as well. Hotel Designs (2014) state that employees feel more engaged when they perform well in their job tasks and that organisation can ensure that employees feel successful by providing them training.

According to Kelleher (2014) organisation could also aim to create a learning culture. Bersin (2008) describes learning culture as a culture in which the focus is on improvement. In learning culture, employees that do not perform well are further trained. In case of mistakes, the root cause is searched and corrective actions taken.

### Clear Communication and Constructive Feedback

Communication is extremely important in an organisation. Poor communication often results to low employee engagement, as the employees feel they are not able to trust the organisation (Keegan 2015).

Therefore ensuring good communication is vital when it comes to increasing employee engagement. The managers need to keep employees informed about changes happening in organisation, as well as clearly communicate business goals and values (Hotel Designs 2014). Communication should be transparent and frequent to obtain the trust and respect of employees (Kelleher 2014).

Hotel Designs (2014) also states that communication between the employee and manager is important, and so called “open dialogue” ensures that the opinions of staff are heard. It is important to listen to the opinions of employees as they know the business well on the grass root level and might have good ideas on how the business could be improved. Kelleher (2014) also adds that employees who feel



that they are heard and who are able to express their ideas and opinions are more engaged.

In addition, providing constructive feedback and noticing individual's good work increases engagement (Albrecht 2010; Cook 2008; Kruse 2012; Byrne 2014).

### Forming teams

Teams are important – the better the relations between co-workers, the better the satisfaction and engagement (Albrecht 2010; Cook 2008; Kruse 2012; Byrne 2014). A team with a common goal is more unite, and therefore they should have one goal towards which all the team members thrive. The goal should be clear for everyone to understand in order to avoid misunderstandings and unnecessary arguments (Kelleher 2014; Friedman 2015).

### Regulating work pace

It is important to consider the role of stress when it comes to employee engagement. Engaged employees are more immune to stress than disengaged employees. However, too high stress levels at work might prevent employees from becoming engaged. Therefore, it is important that the manager regulates the amount of work employees need to do. In all jobs the stress and work pace are occasionally high but this should not be the case on every day. A normal workday should not contain excessive amounts of stress as it might lead to decreased employee engagement level (Lee 2008).

### Clear organisational visibility

The organisation needs to be able to visibly communicate their values, mission, vision and goals for the employees (Albrecht 2010; Cook 2008; Kruse 2012; Byrne 2014), Visibility creates trust among employees, and once able to relate to company's ethical values the engagement increases (Albrecht 2010; Cook 2008; Kruse 2012; Byrne 2014).

Kelleher (2014) agrees that it is important that employees' personal goals are in line with the organisations goals. An employee with similar values is more engaged and

they are more likely to be proud to work in the organisation. Therefore, it could be said that once the goals of a company and individual are aligned, the employees work with passion and are likely to act according to businesses protocol.

Sanford (2002) further sums up that in order to increase employee engagement, the manager needs to communicate clearly and let the employees utilise their talents so that employees can grow. Manager should help the employees set goals and targets for themselves, and help the employees focus on them. Once the employees can do what they do best, they become engaged.

### **3 RESEARCH METHODS**

#### **3.1 The Background of Research /Empirical Framework**

The research is conducted for two hotels, Hotel X and Hotel Y. Both of the hotels have a good reputation and are well-liked among the customers. As good customer satisfaction often results when employees are engaged, this survey assesses the level of employee engagement in Hotels X & Y, and further identifies areas negatively affecting in employee engagement.

A survey will be conducted as it will provide the most accurate and up-to-date data concerning employee engagement in Hotel X and Hotel Y. It is handed out to the full-time employees of both hotels, and the timeframe for collecting responses is 1.2-14.2.2015. Through a survey it is possible to reach more employees as they most often work at different shifts, and the data is easier to be analysed as the respondents utilise similar scale.

This research utilises the survey of Custom Insight (2015). Some questions have been modified for easier understanding and to better meet the needs of this research but most questions remain unmodified.

The interest in the topic arose from a previous employment contract at Hotel X and Y. One observation is that the turnover rate is relatively high as the staff changes frequently. Even though both hotels have a good reputation among customers and hardworking employees, improvement is always possible.

#### **3.2 Background of Hotel Y**

Hotel Y has 42 individually decorated rooms with antique-style furniture, popular buffet breakfast and friendly staff. The rooms have a TV, minibar and a free Wi-Fi. Most rooms also have a sitting area, and their own sauna. Hotel Y has 12 employees and one on-call employee (Hotel Y 2014).

### **3.3 Background of Hotel X**

Hotel X has 52 rooms with TV, minibar and free Wi-Fi. 18 rooms have their own sauna as well, and some rooms have their own kitchen for customers that stay for longer. Hotel X has 9 employees and 4 on-call employees (Hotel X 2014).

### **3.4 Quantitative and Qualitative Methods Briefly**

There are two research methods for collecting data, quantitative and qualitative (Caswell 2013; Thomas 2003).

The quantitative method collects numerical data, meaning that the results can be counted in numbers. Oftentimes quantitative research method is chosen when narrow area is researched, and therefore it is often chosen in later phases. In quantitative researches different kinds of tools are utilised, such as questionnaires, surveys and measurements that help to collect numerical data (Caswell 2013; Thomas 2003).

The qualitative method, on the other hand, is non-numerical, therefore it cannot be counted. Oftentimes qualitative research method is chosen in early phases when topic is searched broadly, as it gives wider picture. Tools utilised in qualitative research are in-depth interviews, focus groups and different kind of analyses (e.g. documentary analyses) with which the researcher receives a wider picture of topic (Caswell 2013; Thomas 2003).

### **3.5 Method Adopted in this Research**

This research collects quantitative data by conducting a survey to the employees in Hotel X and Hotel Y. Quantitative method was chosen because there is not previous data available on employee engagement in Hotel X and Hotel Y. With quantitative research method the validity is high and therefore an accurate image on current level of employee engagement can be obtained.

### **3.6 Reliability and Validity of Research**

Reliability is the consistency of research and is measured to be either good or bad depending on whether the same results will be obtained again if repeated. Good reliability would therefore mean that the same results would be obtained again in similar circumstances if retested. There are two types of reliability: internal and external. Internal reliability examines to what extent the measure is consistent within itself. External reliability examines to what extent measure varies from one use to another (Ryu 2012; Miller & Yang 2007).

Validity is the extent to which a test measures what it is supposed to measure. When testing validity one is testing whether something is true or not. Validity might give different results when material is reanalysed and yet still be valid (Lissitz 2009; Chen, Donaldson & Mark 2011).

This research collects quantitative data and therefore has higher reliability and lower validity (Miller 1986; Hirsch 1967).

## **4 ANALYSIS OF THE RESULTS**

This chapter includes a description of the main results. A more detailed result analysis is included in Appendix 4.

### **4.1 Engagement Areas**

#### **4.1.1 Areas with High Engagement**

In this survey the engagement is considered high when there were no disagree or strongly disagree responses.

In the high engagement areas no further recommendations for improvement will be given. It is preferable that the Manager continue to follow their old ways of working.

High engagement areas in Hotel X include:

- Communication
- Personal Expression
- Teamwork
- Respect for Manager
- Respect for Employees

High engagement areas in Hotel Y include:

- Compensation
- Respect for employees
- Quality & Customer focus

#### **4.1.2 Areas with Medium Engagement**

In this survey the engagement is considered medium when only one employee disagreed.

Also for these areas no further recommendations will be given as the engagement still is rather high when only one person disagrees.

Medium engagement areas in Hotel X include:

- Feedback
- Quality & Customer focus
- Fairness

Medium engagement areas in Hotel Y include:

- Communication
- Personal Expression
- Teamwork
- Respect for Manager

#### **4.1.3 Areas with Low Engagement**

The engagement is considered low in the following areas as two or more disagree or strongly disagree answers occurred.

The lower areas of engagement are the ones that need to be paid most attention to. By recognizing the problem areas it is easier to create a plan how to improve them.

As the overall engagement is low among these areas, recommendations for improvement are drafted.

Low engagement areas in Hotel X include:

- Workplace & Resources
- Opportunities for Growth
- Compensation
- Stress and Work Pace
- Other

In addition, chart “Disagreements in Hotel X” further identified that most disagree, and strongly disagree answers were submitted by one receptionist and one housekeeper. Therefore, it can be concluded that the engagement level is low mainly for these two employees.

Low engagement areas in Hotel Y include:

- Workplace & Resources
- Opportunities for Growth
- Feedback
- Stress and Work Pace
- Fairness
- Other

In addition, chart “disagreements in Hotel Y” further identified that most disagree and strongly disagree answers were submitted by receptionist number 4 and 6. Therefore, it can be concluded that the engagement level is low mainly for these two employees.

## **4.2 Recommendations for Improving Engagement**

The recommendations are drawn based on the low engagement areas in each hotel.

### **4.2.1 Recommendations for Improving Employee Engagement in Hotel X**

It is recommended that Hotel X adopts the following recommendations in order to improve its employee engagement level.

1. Reassess the amount of work or hire an extra employee

In order to reduce stress and work pace among employees, assess the amount of daily work employees do and consider whether there is some tasks that are not necessary every day. In case there are no possibilities to cut down in tasks, identify when the busiest times are, and hire extra help during those times. For example a person who is willing to work 4 hours a day to ease the pressure for full-time employees.

2. Reassess the salaries

While re-assessing the amount of work, re-assessment of salaries might be in place. Employees will be more engaged once they feel that they are paid fairly for the



amount of work they do, so in case the amount of work remains high, the salaries should be increased to better meet the job requirements.

### 3. Keep the workplace fresh and up-to-date

In order to improve Workplace and Resources, the Manager could pay extra attention to the maintenance and interior design of the hotel. It is important to keep the hotel clean and up-to-date, and therefore for example all the broken items should be repaired or replaced. In addition, when something is worn-out, it might be a good idea to replace it as well. Also, for example fresh flowers bring the feel of a well-maintained hotel for both customers and employees, and therefore it might be a good idea to make sure there are always fresh flowers in the reception.

### 4. Give the employees more responsibility

Currently some employees feel that they do not have enough opportunities for growth, so in order to increase their engagement, the Manager could think ways to provide opportunities. For example, if an employee has stayed in the workplace for longer time, they could be given more responsibility. Sometimes even a job new title might give a feeling of advancement for an employee.

#### **4.2.2 Recommendations for Improving Employee Engagement in Hotel Y**

It is recommended that Hotel Y adopts the following recommendations in order to improve its employee engagement level:

#### 1. Reassess the amount of work or hire an extra employee

In order to reduce stress and work pace among employees, assess the amount of daily work employees do and consider whether there is some tasks that are not necessary every day. In case there are no possibilities to cut down in tasks, identify when the busiest times are, and hire extra help during those times. For example a person who is willing to work 4 hours a day to ease the pressure for full-time employees.

## 2. Give praise when an employee does a good job

To improve the engagement through improving feedback, the Manager could make sure that all employees' efforts are recognized equally. When an employee does a good job, it is important to remember to give praise and recognition every now and then to ensure the employees continue strive to do their job well and stay engaged. In addition, giving constructive feedback is important, as it helps employees to improve their job performance.

## 3. Bring the promotion and advancement policy to everyone's attention

In order to increase the sense of fairness among organisation, the Manager could inform the employees concerning the advancement and promotion policy. This way all the employees would understand the bottom line how advancements and promotions are granted. In addition, the Manager could pay extra attention to how the employees are treated and that all employees are treated fairly.

## 4. Keep the workplace fresh and up-to-date

In order to improve Workplace and Resources, the Manager could pay extra attention to the maintenance and interior design of the hotel. It is important to keep the hotel clean and up-to-date, and therefore for example all the broken items should be repaired or replaced. In addition, when something is worn-out, it might be a good idea to replace it as well. Also, for example fresh flowers bring the feel of a well-maintained hotel for both customers and employees, and therefore it might be a good idea to make sure there are always fresh flowers in the reception.

## 5. Give the employees more responsibility

Currently some employees feel that they do not have enough opportunities for growth, so in order to increase their engagement, the Manager could think ways to provide opportunities. For example, if an employee has stayed in the workplace for longer time, they could be given more responsibility. Sometimes even a job new title might give a feeling of advancement for an employee.

## **5 CONCLUSIONS AND ASSESSMENT**

### **5.1 Reliability**

This research collects quantitative data and therefore has high reliability and low validity.

For Hotel X, the reliability of the survey results is good concerning reception workers as all 3/3 (100%) responded. However, the reliability is lower when it comes to chef and housekeeping, as from both categories only 1/3 (33%) responded. The reliability would improve significantly for these two categories if more responses would have been obtained.

For Hotel Y, the reliability for reception workers is medium as 6 out of 9 (67%) responded to the survey. The reliability would further improve if more responses would have been obtained. Data for housekeeping is not available as there were 0 responses.

### **5.2 Usability**

This survey is important for Hotel X and Hotel Y due to it providing unique information specifically for these two hotels. The related literature provides valuable in-depth information concerning employee engagement yet stating the advantages and disadvantages of utilizing the employee engagement strategy. In addition, as there has not been employee engagement survey conducted previously, the hotels were able to obtain information of their current engagement level. This thesis also creates value for the hotels as it gives recommendations on how to increase the employee engagement in each hotel individually which, if suggestions are followed, will lead to even more satisfied and capable staff.

### **5.3 Transferability**

This survey is specifically made to respond the needs of Hotel X & Hotel Y. Therefore, it is not recommended to apply the same survey results for other companies.

In order to utilize the survey to analyse the engagement of other company, it is recommended to alter the questions in survey, as well as re-analyse the results. Also, the recommendations should individually be drawn based on the results.

#### **5.4 Conclusions**

This thesis was conducted for Hotel X and Y. The research problem was to introduce the concept of employee engagement for Hotel X and Hotel Y, and the research questions are: What is the current level of engagement among employees in Hotel X and Hotel Y? And how to further increase the employee engagement in the two hotels?

The concept employee engagement included two major factors: satisfaction and motivation. An engaged employee is both satisfied and motivated. The theory for this thesis covered Gallup's 3 types of employees (engaged, disengaged and actively disengaged employees) and examined Maslow's hierarchy of needs in relation to Employee engagement. The employee engagement was further studied through Kahn's employee engagement model. According to Kahn the aspects of engagement are emotional, cognitive and physical engagement, as well as psychological aspects: meaningfulness, safety and availability. In addition, 11 factors (Culture, Composition, Clarity, Competence, Cooperation, Control, Communication, Challenge, Conflict, Compensation and Change) of engagement were introduced.

Advantages of high employee engagement level for business were loyal employees, high work ethic, improved customer service, better work environment, as well as increased sales and quality. The disadvantages were increased hidden costs, more demanding employees and that monitoring employee engagement is difficult.

The research also identified that the manager has a lot of impact on employee engagement. When a manager is good, the engagement is higher and when a manager is bad, the engagement is lower. A manager can improve the managing for example through recognizing employees' effort, providing them career and training

opportunities, practising clear communication and constructive feedback, by forming teams, regulating work pace and ensuring clear organisational visibility

The research method chosen was quantitative research and a survey was conducted to collect responses during 1-14.2.2015.

The results identified that improvement areas for Hotel X were workplace & resources, opportunities for growth, compensation stress and work pace, and other.

For Hotel X the recommendations for improving engagement therefore are:

1. Reassess the amount of work or hire an extra employee
2. Reassess the salaries
3. Keep the workplace fresh and up-to-date
4. Give the employees more responsibility

The results for Hotel Y identified that the improvement areas were Workplace & Resources, Opportunities for Growth, Feedback, Stress and Work Pace, Fairness and Other

For Hotel Y the recommendations for improving engagement therefore are:

1. Reassess the amount of work or hire an extra employee
2. Give praise when an employee does a good job
3. Bring the promotion and advancement policy to everyone's attention
4. Keep the workplace fresh and up-to-date
5. Give the employees more responsibility

## REFERENCES

### Books:

Albrecht, S. L. 2010. Handbook of employee engagement: Perspectives, Issues, Research and Practice. 1st Ed. Glos, UK. Edward Elgar Publishing Limited.

Armstrong, M. 2000. Strategic Human Resource Management: A Guide to Action. 1st Ed. London, UK. Kogan Page.

Byrne, Z. S. 2014. Understanding Employee Engagement: Theory, Research and Practice. NY, USA. Routledge.

Caswell, J. W. 2013. Research Design: Qualitative, Quantitative, and Mixed Methods Approaches. 4th Ed. Thousand Oaks, CA, USA. Sage Publishing.

Chen, H. T., Donaldson, S. I. & Mark, M. M. 2011 Advancing Validity in Outcome Evaluation: Theory and Practice: New Directions for Evaluation. VOL 130. San Francisco, CA, USA. Jossey-Bass.

Cheese, P., Thomas, R. J. & Craig, E. 2008. The Talent Powered Organization: Strategies for Globalization, Talent Management and High Performance. 1st ed. London, UK, Kogan Page, Ltd.

Collins, J. 2001 Good to Great: Why Some Companies Make the Leap...And Others Don't. 1st ed. NY, USA. HarperCollins Publishers, Inc.

Cook, S. 2008. The Essential Guide to Employee Engagement: Better Business Performance through staff satisfaction. 1st Ed. London, UK. Kogan Page Limited.

Dineen, J. L. 1999 Management in the Twenty First Century. 1st ed. Lincoln, NE, USA. toExcel Press.

Federman, B. 2009. Employee engagement: A Roadmap for Creating Profits, Optimizing Performance, and Increasing Loyalty. 1<sup>st</sup> ed. San Francisco, CA, USA. Jossey-Bass /Wiley.

Gaurav, K. 2013. Quality of Work Life (Qwl) & Employee Satisfaction. 1st ed. Norderstedt, Germany. Grin Verlag.

Griffin, R. & Moorhead, G. 2009. Organizational Behavior: Managing People and Organizations. 9<sup>th</sup> ed. Mason, Ohio, USA. Cengage Learning Academic Resource Center.

Hirsch, E. D. 1967. Validity in Interpretation. 1st edition. London, UK. Yale University Press.

Kruse, K. 2012. *Employee Engagement 2.0: How to Motivate Your Team for High Performance - A Real-World Guide for Busy Managers*. 2nd ed. NY, USA. CreateSpace Independent Publishing Platform

Leviss, K. 2005. *High-Maintenance Employees: Why Your Best People Will Also Be Your Most Difficult... and What You Can Do about It*. 1st ed. Naperville, Illinois, USA. Sourcebooks, Inc.

Lissitz, R. W. 2009. *The Concept of Validity: Revisions, New Directions, and Applications*. 1st edition. Charlotte, NC, USA. Information Age Publishing.

Matsumoto, D. & Juang, L. 2008. *Culture and Psychology*. 4<sup>th</sup> ed. Belmont, CA, USA. Thomson Wadsworth/The Thomson Corporation.

Miller, G. J. & Yang, K. 2007. *Handbook of Research Methods in Public Administration*. 2nd Edition. Boca Raton, FL, USA. CRC Press

Miller, M. L. 1986. *Reliability and Validity in Qualitative Research*. 1st edition. New York, USA. Sage Publications.

Ryu, D. 2012. *Improving Reliability and Quality For Product Success*. 1st edition. Boca Raton, FL. CRC Press.

Thomas, R. M. 2003. *Blending Qualitative and Quantitative Research Methods in Theses and Dissertations*. 1st Ed. Thousand Oaks, CA, USA. Corwin Press, Inc.

Truss, C., Delbridge, R., Alfes, K., Shantz, A. & Soane, E. 2014. *Employee Engagement in Theory and Practice*. 1st Ed. NY, USA. Routledge.

### **Electronic Publications:**

Amora, M. 2010. 10 Key Things To Consider When Designing Surveys. Accessed on 19.12.2014 <http://www.surveygizmo.com/survey-blog/designing-surveys/>

Baumruk, R. 2006. Why managers are crucial to increasing engagement - Identifying steps managers can take to engage their workforce. Accessed 27.12.2014 <https://www.insala.com/employee-engagement/why-managers-are-crucial-to-increasing-engagement.pdf>

Bersin, J. 2008. Life or Death: Building a Corporate Learning Culture. Accessed 2.1.2015 <https://bersin.wordpress.com/tag/learning-culture/>

Bersin, J. 2014. It's Time To Rethink The 'Employee Engagement' Issue. Accessed 6.11.2014. <http://www.forbes.com/sites/joshbersin/2014/04/10/its-time-to-rethink-the-employee-engagement-issue/>

Brief, B. 2013. Who's responsible for employee engagement?. Accessed 2.1.2015 <http://www.bain.com/publications/articles/whos-responsible-for-employee-engagement.aspx>

Coy, C. 2014. 5 Keys to Long-Term Engagement with Gen Y. Accessed 6.11.2014 <http://www.cornerstoneondemand.com/blog/5-keys-long-term-engagement-gen-y>

Custom Insight. 2015. Employee Engagement Survey - Sample Survey Questions. Accessed on 4.1.2015 <http://www.custominsight.com/employee-engagement-survey/sample-survey-items.asp>

David, S. 2014. Make Sure Your Employees' Emotional Needs Are Met. Accessed 16.12.2014 <https://hbr.org/2014/07/make-sure-your-employees-emotional-needs-are-met> .

Durkin, D. M. 2010. How To Keep Employees Motivated. Accessed 29.12.2014 <http://www.forbes.com/2010/09/16/employees-motivation-business-forbes-woman-leadership-communication.html>

Fermin, J. 2014. 8 Unsettling Facts About Bad Manageres [Infographic]. Accessed 29.12.2014 <http://www.officevibe.com/blog/facts-about-bad-Manageres-infographic>

Friedman, E. 2015. 10 Steps to Keeping Employees Engaged and Motivated. Accessed 2.1.2015 <http://blog.eskill.com/employees-engaged-motivated/>

Gallup. 2014. Gallup's Employee Engagement Science. Accessed 16.12.2014 <https://q12.gallup.com/Help/en-us/About>

Gamble, S. 2013. How Employee Engagement Leads to Customer Loyalty. Accessed 29.12.2014 <https://www.sweettoothrewards.com/blog/employee-engagement-leads-customer-loyalty/>

Hotel Y. 2014. Hotel Y. Accessed 15.11.2014 <http://www.Yvaasa.fi/site/?page=Hotel%20Y>

Hotel Designs. 2014. Employee Engagement is Key in the Hotel Industry. Accessed 26.12.2014 [http://www.hoteldesigns.net/industrynews/news\\_12787.html](http://www.hoteldesigns.net/industrynews/news_12787.html)

Hotel X 2014. Hotel X. Accessed 6.11.2014 <http://www.X.fi/main.php?l=e&pid=1>

Keegan, P. 2015. The 5 New Rules of Employee Engagement. What really keeps your workers motivated? These true tales reveal the surprising answers. Accessed 2.1.2015 <http://www.inc.com/magazine/201412/paul-keegan/the-new-rules-of-engagement.html>

Keijser, P. 2014. 5 Simple Steps For Line Managers To Achieve Employee Engagement. Accessed 29.12.2014 <http://www.business2community.com/leadership/5-simple-steps-line-managers-achieve-employee-engagement-01052645>



Kelleher, B. 2014. 10 Steps of Hotel Employee Engagement to Achieve Customer Satisfaction. Accessed 26.12.2014  
[http://hotelexecutive.com/business\\_review/2417/10-steps-of-hotel-employee-engagement-to-achieve-customer-satisfaction](http://hotelexecutive.com/business_review/2417/10-steps-of-hotel-employee-engagement-to-achieve-customer-satisfaction)

Kruse, K. 2012. Employee Engagement Research (Master List of 32 Findings). Accessed 29.12.2014 <http://www.kevinkruse.com/employee-engagement-research-master-list-of-29-studies/>

Kruse, K. 2014. Employee Engagement: The Wonder Drug For Customer Satisfaction. Accessed 29.12.2014  
<http://www.forbes.com/sites/kevinkruse/2014/01/07/employee-engagement-the-wonder-drug-for-customer-satisfaction/>

Larkin, E. 2009. The Challenge of Employee Engagement. Accessed 19.12.2014  
<http://www.hospitalitynet.org/news/4044076.html>

Lawinsky, D. 2014. Pareto Principle: How To Use It To Dramatically Grow Your Business. Accessed 2.1.2015  
<http://www.forbes.com/sites/davelavinsky/2014/01/20/pareto-principle-how-to-use-it-to-dramatically-grow-your-business/>

Lee, D. 2008. How to Recession Proof Your Workforce. Accessed 27.3.2015  
[http://www.humannatureatwork.com/articles/workplace\\_stress/Combat-Workplace-Stress-By-Recession-Proofing-Your-Workforce.htm](http://www.humannatureatwork.com/articles/workplace_stress/Combat-Workplace-Stress-By-Recession-Proofing-Your-Workforce.htm).

Lipman, V. 2012. Study Explores Drivers of Employee Engagement. Accessed 2.1.2014 <http://www.forbes.com/sites/victorlipman/2012/12/14/study-explores-drivers-of-employee-engagement/>

McLeod, S. 2007. Maslow's Hierarchy of Needs. Accessed 16.12.2014  
<http://www.simplypsychology.org/maslow.html>

McKeever, S. 2014. 3 Types of Employees: How to Spot the Silent Killer. Accessed 16.12.2014 <https://www.recruiter.com/i/3-types-of-employees-how-to-spot-the-silent-killer/>

Nauert, R. 2010. How Different Cultures View Work. Accessed 2.1.2015  
<http://www.livescience.com/8484-cultures-view-work.html>

Nolinske, T. 2014. Employee Engagement Drives Customer Satisfaction. Accessed 26.4.2014. <http://www.nbrii.com/employee-survey-white-papers/employee-engagement-drives-customer-satisfaction/>

Phillips, C. 2015. What Are the Duties of a Manager in the Workplace? Accessed 2.1.2015 <http://smallbusiness.chron.com/duties-manager-workplace-24280.html>

Pitts, S. 2014. Using Employee Engagement to Increase Loyalty. Accessed 2.1.2015 <http://blog.verint.com/using-employee-engagement-to-increase-loyalty>

- Reh, J. 2015. Manager. Accessed on 2.1.2015  
<http://management.about.com/od/policiesandprocedures/g/manager1.htm>
- Rogel, C. 2014. Yes, a Manager's Style DOES Have a Great Impact on Employee Engagement. Accessed 27.12.2014 <http://www.tlnt.com/2014/03/21/yes-a-managers-style-does-have-a-great-impact-on-employee-engagement/>
- Rogel, C. 2015. Employee Satisfaction vs. Motivation and Employee Engagement. Accessed 30.3.15 <https://www.decision-wise.com/employee-satisfaction-vs-motivation-and-employee-engagement/>
- Sanford, B. 2002. The High Cost of Disengaged Employees. Accessed 16.12.2014  
<http://www.gallup.com/businessjournal/247/the-high-cost-of-disengaged-employees.aspx>
- Smith, J. 2013. How To Get More Respect As A Manager. Accessed 2.1.2014  
<http://www.forbes.com/sites/jacquelynsmith/2013/11/05/how-to-get-more-respect-as-a-manager/>
- Smith, S. 2014. How Maslow's Hierarchy of Needs influences Employee Engagement. Accessed 16.12.2014 <http://www.hrzone.com/blogs/employee-engagement-staff-surveys/how-maslow%E2%80%99s-hierarchy-needs-influences-employee-engagement>
- The Survey Initiatives. 2014. Employee Engagement Surveys – What drives Employee Engagement in your organisation? Accessed 26.12.2014  
<http://www.surveyinitiative.co.uk/your-survey/engagement-surveys/>
- Yakowicz, W. 2014. Deconstructing the Pyramid Theory of Motivation. Accessed 16.12.2014 <http://www.inc.com/will-yakowicz/stop-using-maslows-hierarchy-of-needs-for-business.html>
- Yoon, I. 2013. The hidden costs of low employee engagement. Accessed 29.12.2014 <http://www.advisory.com/solutions/survey-solutions/survey-says/2013/hidden-costs-low-employee-engagement>

## APPENDICES

### APPENDIX 1. Employee Engagement Survey in English

#### Employee Engagement Survey for Hotel Y and Hotel X

The questions of the survey are the property of Custom Insight. Some questions have been modified for easier understanding and to better meet the needs of this research (Custom Insight 2015).

The survey has been divided into two parts. The first part examines the level of employee engagement through Kahn's aspects of employee engagement: Psychological, Emotional, Cognitive, Meaningfulness, Safety and Availability. In addition, in the survey will be identified the aspects that could be improved in order to improve employee engagement. These aspects have been identified through the 11 key factors of employee engagement.

The survey will be available online in three languages, Finnish, Swedish and English.

#### Background information

- |                        |   |
|------------------------|---|
| 1. Sex:                | Male / Female   |
| 2. Age:                | 19 or younger, 20-29, 30-39, 40-49, 50+   |
| 3. Main working place: | Y / X / Both  |
| 4. Job task:           | Reception / Restaurant Cook / Waitress /<br>Housekeeping (Cleaning)                                       |
| 5. Previous education: | Junior High / Matriculation examination /<br>Vocational Qualification / Bachelor Degree / Master's degree |
| 6. Nationality:        | Finnish / other, please specify   |
| 7. Mother language:    | Finnish / Swedish / Other, please specify   |

#### Scale:

4 I strongly agree

3 I agree

2 I disagree

1 I strongly disagree

0 Neutral / No opinion

### Workplace and Resources

1. I have tools to enable me to do my job effectively
2. I have all the information I need to do my job effectively.
3. My workplace is well maintained and a physically comfortable place to work.
4. My Workplace is Safe.

### Opportunities for Growth:

5. I am given opportunities for professional growth in this business.
6. I receive the training I need to do my job well.
7. I am encouraged to learn from my mistakes.
8. My work is challenging, stimulating, and rewarding

### Compensation

9. I am paid fairly for the work I do.
10. My salary is competitive with similar jobs I might find elsewhere.
11. My benefits are comparable to those offered by other businesses.
12. I am satisfied with the benefits offered by my workplace

\*benefit: e.g. gym membership, insurance discount, car allowance etc.

### Communication

13. My manager does a good job of sharing information.
14. I trust the information I receive
15. Communication is encouraged in this business.

### Personal Expression

16. I can disagree with my supervisor without fear of getting in trouble.

- 17. I am comfortable sharing my opinions at work.
- 18. My ideas and opinions count.
- 19. People with different ideas are valued in this business.

#### Feedback

- 20. I receive feedback that helps me improve my performance.
- 21. My supervisor gives me praise and recognition when I do a good job.
- 22. I have an opportunity to contribute to decisions that affect me
- 23. Employee performance evaluations are fair and appropriate.

#### Teamwork

- 24. Teamwork is encouraged and practiced in this business.
- 25. There is a strong feeling of teamwork and cooperation in this business.

#### Respect for Management

- 26. I respect my Manager
- 27. I am very satisfied with my manager.
- 28. My Manager leads by example.
- 29. I feel proud to tell people where I work at

#### Respect for Employees

- 30. My manager always treats me with respect.
- 31. My manager listens to what I'm saying.
- 32. My manager values my talents and the contribution I make.
- 33. My coworkers care about me as a person.

#### Quality and Customer Focus

- 34. In this business we maintain very high standards of quality.
- 35. People are held accountable for the quality of work they produce.
- 36. This business understands its customers' needs.
- 37. We constantly look for ways to improve our products and services.

Work/Life Balance; Stress and Work Pace

1. The pace of the work in this business enables me to do a good job.
2. The amount of work I am asked to do is reasonable.
3. My job does not cause unreasonable amounts of stress in my life.

Fairness

4. My manager treats all his/her employees fairly.
5. Favoritism is not an issue in raises or promotions.
6. I am always treated fairly by my manager.
7. The business's policies for promotion and advancement are always fair.

Other

8. I am very satisfied with my job.
9. I am highly committed to this business.
10. I would recommend this business to friends and family.
11. I feel personally driven to help this business succeed and will go beyond what's expected of me to ensure that it does.
12. I am extremely proud to tell people that I work for this business.
13. I am actively looking for a job outside this business. Yes/ No
14. I have applied for another job outside this business in the past six months.  
Yes / No

(Custom Insight 2015)

## APPENDIX 2. Employee Engagement Survey in Swedish

### Bakgrundsinformation

1. Kön                                      Man / Kvinna
2. Ålder                                    19 eller yngre, 20-29, 30-39, 40-49, 50+
3. Huvudsaklig jobbpåst              Astor / Vallonia / Båda
4. Arbetsuppgift                        Reception / Kock / Servitör/Servitris / Städare
5. Tidigare utbildning                Grundskola / Studentexamen / Yrkesutbildning /  
Kandidatexamen / Magisterexamen
6. Nationalitet                         Finsk / Annan, vilken?
7. Modersmål                          Finska / Svenska / Annat, vilket?

### Skala

4 Håller helt med

3 Håller med till viss del

2 Håller inte med

1 Håller inte alls med

0 Neutral/Varken eller

### Arbetsplats och resurser

8. Jag har alla verktyg som jag behöver för att jobba effektivt
9. Jag har all information som jag behöver för att jobba effektivt
10. Mitt arbetsplats är välskött och en fysiskt behaglig plats att jobba i
11. Mitt arbetsplats är trygg

### Möjligheter för tillväxt

12. Jag har möjlighet för professionell tillväxt inom företaget
13. Jag blir given den träning som krävs för att kunna göra mitt jobb bra
14. Min förman uppmuntrar mig att lära av mina misstag

15. Mitt arbete är utmanande, stimulerande och belönande

#### Kompensation

16. Jag blir rättvist betald för det jobb jag gör

17. Min lön är konkurrenskraftig jämfört med liknande arbetsuppgifter inom andra företag

18. Mina förmåner kan jämföras med förmåner inom andra företag

19. Jag är nöjd med de förmåner som min arbetsplats erbjuder

#### Kommunikation

20. Min förmän är bra på att dela ut information

21. Jag litar på den information som jag får

22. Kommunikation uppmuntras inom detta företag

#### Personliga yttranden

23. Jag kan avvika från min förmäns åsikter utan rädsla för problem eller konsekvenser

24. Jag är bekväm med att yttra mina åsikter på jobbet

25. Mina ideer och åsikter beaktas

26. Människor med olika ideer värderas i detta företag

#### Feedback

27. Jag får feedback som hjälper mig förbättra mitt utförande

28. Min förmän ger mig beröm och erkännande när jag gör ett bra jobb

29. Jag har möjlighet att medverka i beslut som inverkar på mig

30. Bedömningar baserade på arbetstagarens utförande är rättvisa och ändamålsenliga

#### Grupparbete

31. Grupparbete uppmuntras och utövas i detta företag

32. Det finns en stark känsla av grupparbete och samarbete i detta företag



### Respekt för företagsledning

- 33. Jag respekterar min förman
- 34. Jag är nöjd med min förman
- 35. Min förman leder med gott exempel
- 36. Jag är stolt över att berätta åt andra var jag jobbar

### Respekt för arbetstagare

- 37. Min förman behandlar mig alltid med respekt
- 38. Min förman lyssnar på vad jag har att säga
- 39. Min förman värderar mina färdigheter och den insats jag gör
- 40. Mina kollegor visar mig omsorg

### Kvalitet & Kundfokus

- 41. I detta företag håller vi mycket hög kvalitetsstandard
- 42. Människor hålls ansvariga för kvaliteten av deras jobbutföranden
- 43. Detta företag förstår kundernas behov
- 44. Vi förbättrar kontinuerligt våra produkter och vår service

### Jobb-/Livsbalans; Stress och jobbt tempo

- 45. Tempot på jobbet i detta företag gör det möjligt för mig att göra ett bra jobb
- 46. Jobbmängden som jag är ombedd att göra är förnuftig
- 47. Mitt jobb orsakar inte för mycket stress i mitt liv

### Rättvisa

- 48. Min förman behandlar alla sina arbetstagare rättvist
- 49. Favoritism är inte ett problem i detta företag
- 50. Jag blir alltid rättvist behandlad av min förman
- 51. Företagets policy gällande befordran är rättvis

### Annat

- 52. Jag är mycket nöjd med mitt jobb
- 53. Jag är mycket engagerad i detta företag
- 54. Jag skulle rekommendera detta företag för vänner och familj
- 55. Jag är personligt motiverad att hjälpa detta företag att nå framgång och jag är redo att jobba mer än vad som förväntas av mig för att försäkra dess framgång
- 56. Jag är väldigt stolt över att berätta för människor att jag jobbar inom detta företag
- 57. Jag söker aktivt jobb i andra företag Ja/Nej
- 58. Jag har ansökt om jobb i andra företag under de senaste sex månaderna Ja/Nej

### APPENDIX 3. Employee Engagement survey in Finnish

#### Taustatietoja

- |                            |   |
|----------------------------|---|
| 1. Sukupuoli               | Mies / Nainen   |
| 2. Ikä                     | 19 tai nuorempi, 20-29, 30-39, 40-49, 50+   |
| 3. Pääasiallinen työpaikka | Y / X / molemmat  |
| 4. Työtehtävät             | Vastaanotto / Kokki / Tarjoilija / Siivooja   |
| 5. Aiempi koulutus         | Yläaste / Ylioppilastutkinto / Ammatillinen<br>koulutus / Kandidaatin tutkinto / Maisterin tutkinto |
| 6. Kansalaisuus            | Suomalainen / Muu, mikä?  |
| 7. Äidinkieli              | Suomi / Ruotsi / Muu, mikä?   |

#### Asteikko

4 Täysin samaa mieltä

3 Samaa mieltä

2 Eri mieltä

1 Täysin eri mieltä

0 Neutraali / Ei mielipidettä

#### Työpaikka ja resurssit

8. Minulla on tarvittavat työvälineet voidakseni tehdä työni tehokkaasti
9. Minulla on tarvittava tieto voidakseni tehdä työni tehokkaasti
10. Työpaikkani on hyvin ylläpidetty ja fyysisesti miellyttävä paikka  
työskennellä
11. Työpaikkani on turvallinen

#### Mahdollisuudet kasvuun

12. Minulle annetaan mahdollisuuksia ammatilliseen kasvuun tässä  
yrityksessä

- 13. Saan tarvittavan koulutuksen tehdäkseni työni hyvin
- 14. Minua rohkaistaan oppimaan virheistäni
- 15. Työni on haastavaa, kannustavaa ja palkitsevaa

#### Palkka / Korvaus

- 16. Minulle maksetaan reilusti tekemästani työstä
- 17. Palkkani on kilpailukykyinen samanlaisten työpaikkojen kanssa
- 18. Etuni ovat verrattavissa toisten yritysten tarjoamiin etuihin
- 19. Olen tyytyväinen työni tarjoamaan etuihin

\*Etu: Esim. Kuntosalijäsenyys, alennuksia vakuutuksista, autoetu jne.

#### Kommunikointi

- 20. Pomoni on hyvä jakamaan tietoa
- 21. Luotan saamaani tietoon
- 22. Kommunikointia rohkaistaan tässä yrityksessä

#### Henkilökohtainen ilmaisu

- 23. Voin olla eri mieltä pomoni kanssa ilman pelkoa joutua vaikeuksiin
- 24. Voin kertoa mielipiteeni töissä
- 25. Minun ideoilla ja mielipiteillä on merkitystä
- 26. Ihmisten eri mielipiteitä arvostetaan tässä yrityksessä

#### Palaute

- 27. Minulle annetaan palautetta joka auttaa minua parantamaan suoritustani
- 28. Pomoni kehuu minua kun teen hyvää työtä
- 29. Minulla on mahdollisuus vaikuttaa minua koskevien päätösten tekoon
- 30. Työntekijäarvioinnit ovat reiluja ja asianmukaisia

#### Tiimityöskentely

- 31. Tiimityöskentelyä rohkaistaan ja harjoitetaan tässä yrityksessä
- 32. Tässä yrityksessä on vahva tiimityöskentely - ja yhteistyöhenki

### Johdon kunnioitus

- 33. Kunnioitan pomoani
- 34. Olen tyytyväinen pomooni
- 35. Pomoni johtaa esimerkin avulla
- 36. Olen ylpeä kun voin kertoa työskenteleväni yrityksessä

### Kunnioitus työntekijöitä kohtaan

- 37. Pomoni kohtelee minua kunnioittavasti
- 38. Pomoni kuuntelee mitä sanon
- 39. Pomoni arvostaa lahjojani ja työpanostani
- 40. Työkaverini välittävät minusta henkilönä

### Laatu ja asiakassuuntaisuus

- 41. Ylläpidämme korkeaa laatustandardia tässä yrityksessä
- 42. Työntekijöitä pidetään vastuussa heidän työnsä laadusta
- 43. Tämä yritys ymmärtää asiakkaiden tarpeet
- 44. Parannamme jatkuvasti tuotteidemme ja palveluidemme laatua

### Työ/Elämä tasapaino; Stressi ja työn tahti

- 45. Työn tahti tässä yrityksessä antaa minulle mahdollisuuden tehdä hyvää työtä
- 46. Työni määrä on kohtuullinen
- 47. Työni ei aiheuta kohtuutonta stressiä elämässäni

### Reiluus

- 48. Pomoni kohtelee kaikkia työntekijöitä reilusti
- 49. Pomoni kohtelee minua aina reilusti
- 50. Yhden/ tiettyjen henkilöiden suosimista ei tapahdu tässä yrityksessä
- 51. Yrityksen menettelytapa ylennysten ja palkankorotusten kanssa on aina reilu

Muuta

- 52. Olen erittäin tyytyväinen työhöni
- 53. Olen erittäin sitoutunut tähän yritykseen
- 54. Suosittelisin tätä yritystä ystävilleni ja perheelleni
- 55. Olen henkilökohtaisesti motivoitunut auttamaan yritystä menestymään ja työskentelen yli odotusten varmistaakseni yrityksen menestyksen.
- 56. Olen todella ylpeä voidessani kertoa työskenteleväni tälle yritykselle.
- 57. Etsin aktiivisesti töitä yrityksen ulkopuolelta. Kyllä / Ei
- 58. Olen hakenut työtä yrityksen ulkopuolelta viimeisen 6 kuukauden aikana.  
Kyllä / Ei

#### APPENDIX 4. Results

A survey was conducted and handed out to the employees of Hotel X and Y. At to the manager's request, the engagement was analysed separately for both hotels, and divided into four categories: Reception, waiter/waitress, chef and housekeeping. However, due to not receiving a response from all categories, some cannot be analysed.

In order to obtain a truthful image of current engagement level, the survey has also been divided into 14 categories of engagement. This also enables the possibility to find out which categories require improvement and which are already in a good shape.

Table 1 below presents the fourteen categories and identifies the theory that agrees that the category is important to be included.

Number of the Category	Name of the Category	Kahn 1990's Model	11 Factors of Engagement
1.	Workplace and Resources	Psychological Engagement: Availability	
2.	Opportunities for Growth	Psychological Engagement: Availability	Competence
3.	Compensation		Compensation
4.	Communication		Communication
5.	Personal Expression		Communication
6.	Feedback		Compensation

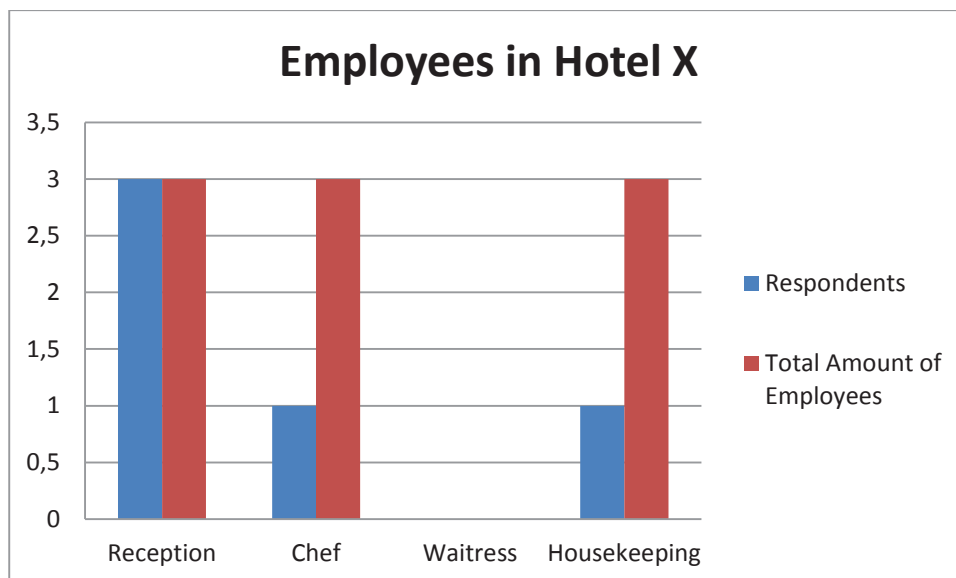
7.	Teamwork		Composition & Co-operation
8.	Respect for Managers		Co-operation
9.	Respect for Employees		Co-operation
10.	Quality and Customer Focus	Physical Engagement	
11.	Stress and Work Pace	Emotional Engagement	
12.	Fairness		Competence & Control
13.	Other 1.	Provide further information on employee engagement. The responses also reveal the impact of poor employee engagement.	
14.	Other 2.	Provides further information whether the employees are planning on staying with the business, or changing their job.	

**Table 1.** Categories of Engagement with the Relevant Theory.

### **Results for Hotel X**

#### **Basic Information Concerning Respondents in Hotel X**



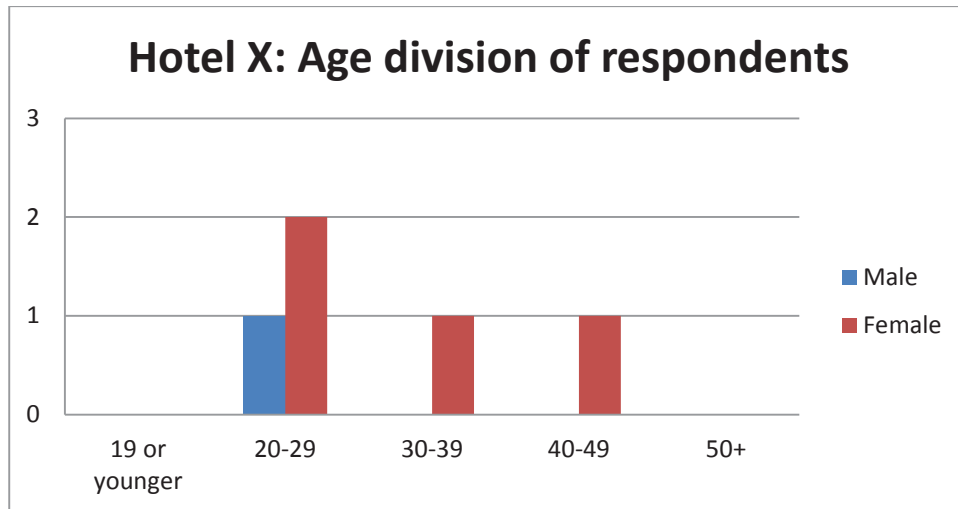


**Chart 1.** Employees in Hotel X.

As per Chart 1, Hotel X has altogether 9 employees, and 4 on-call employees. On-call employees have not been included in the survey. In total 5 out of 9 employees responded to the survey.

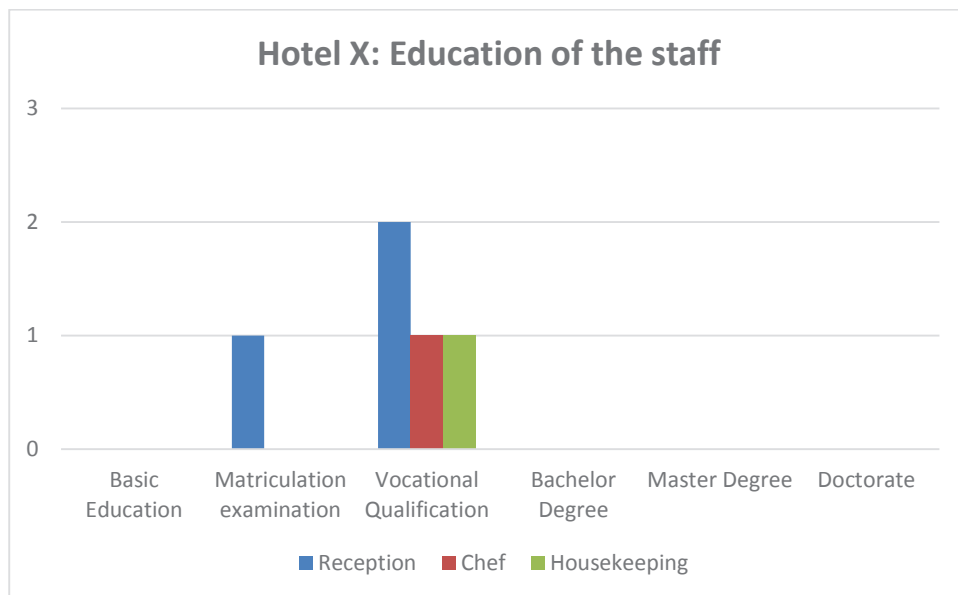
- 3 out of 9 employees work in **reception** and their duties also include waiting tables.
- 3 out of 3 receptionists responded to the survey
- 3 out of 9 employees work in the kitchen as **chefs**.
- 1 out of 3 chefs responded to the survey
- 3 out of 9 employees work in **housekeeping**.
- 1 out of 3 housekeepers responded to the survey

There are no waiters/waitresses employed, as the job tasks of reception also include waiting tables. Therefore, waitress –category will be left out, and the categories “Reception, Chef and Housekeeping” are taken into consideration.



**Chart 2.** Hotel X: Age Division of Respondents.

As per Chart 2, 1 respondent was a male, and 4 respondents were female. Out of respondents, 3 were aged 20-29 years, 1 was 30-39 years and 1 was 40-49 years.



**Chart 3.** Hotel X: Education of the Staff.

As per Chart 3, Majority of respondents, 4 out of 5 have a vocational qualification. 1 respondent has completed Matriculation Examination.



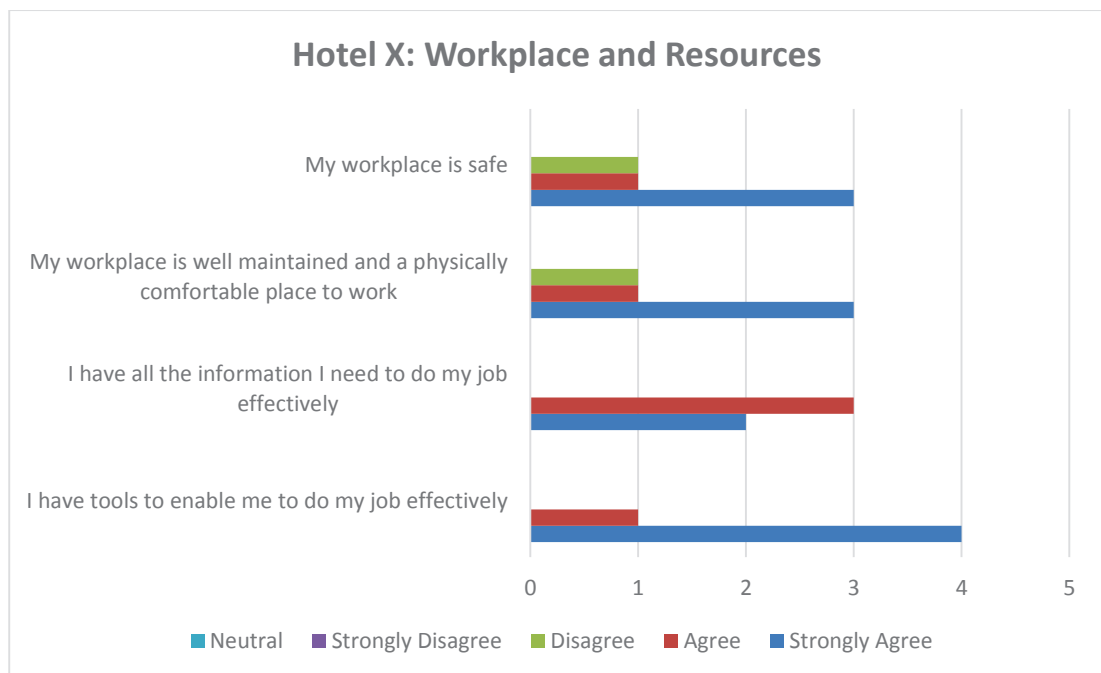
**Chart 4.** Hotel X: Nationality of Respondents.



**Chart 5.** Hotel X: Native Language of Respondents.

As can be seen from chart 4, the nationality of all employees is Finnish. However, chart 5 specifies that 3 out of 5 speak Swedish and 2 out of 5 speak Finnish as their native language.

### Employee Engagement Survey Results for Hotel X



**Chart 6.** Hotel X: Workplace and Resources.

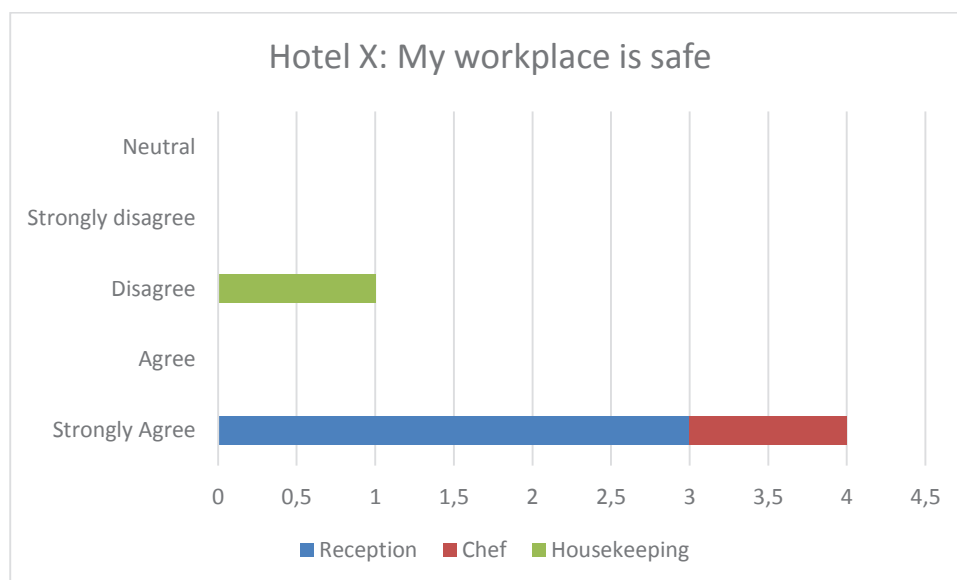
Chart 6 above examines how the employees view their workplace, and whether they have the resources needed.

4 out of 5 employees strongly agree or agree their workplace being safe. 1 out of 5 employees disagree with the statement.

Also the majority, 4 out of 5, perceive their workplace as well-maintained and physically comfortable place to work. 1 out of 5 employees disagree with the statement.

5 out of 5 employees feel confident they have the information and tools they need to do their job effectively.

In general, employees perceive that the Workplace and Resources available are good in Hotel X.

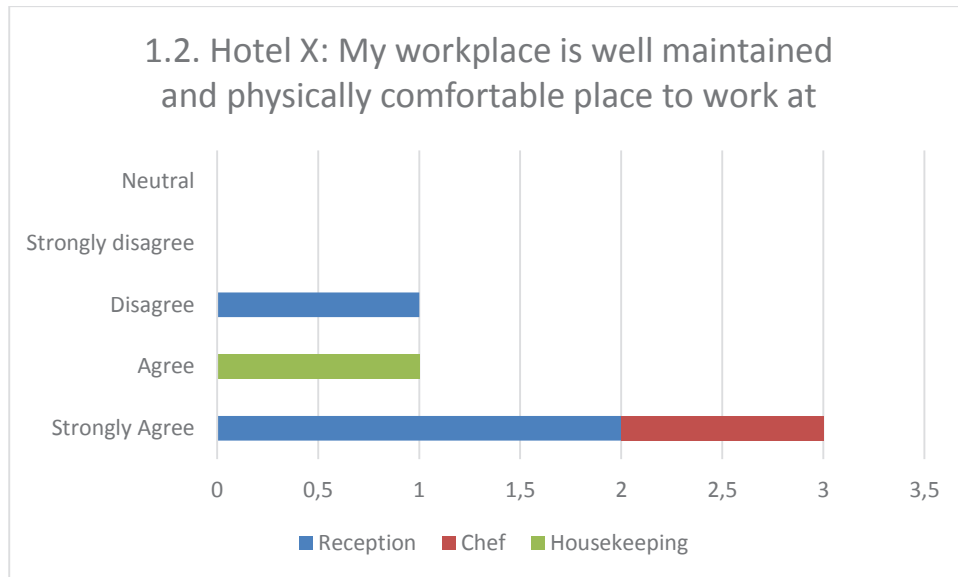


**Chart 7.** My Workplace is Safe.

For further understanding, chart 7 above specifies the responses to the statement “My workplace is safe” by job task.

1 (out of 1) housekeeper disagrees that the workplace is safe

1 (out of 1) chef and 3 (out of 3) receptionists strongly agree that the workplace is safe.



**Chart 8.** Hotel X: My workplace is Well-Maintained and Physically Comfortable Place to Work at.

For further understanding, chart 8 above specifies the responses to the statement “My workplace is well maintained and a physically comfortable place to work” by job task.

1 (out of 1) housekeeper agrees that the workplace is well maintained and physically comfortable place to work at.

Also, 1 out of 3 receptionists disagrees that the workplace is well maintained and physically comfortable place to work at.

2 (out of 3) receptionists, as well as 1 (out of 1) chefs strongly agree that the workplace is well maintained and physically comfortable place to work at.



**Chart 9.** Hotel X: Opportunities for Growth.

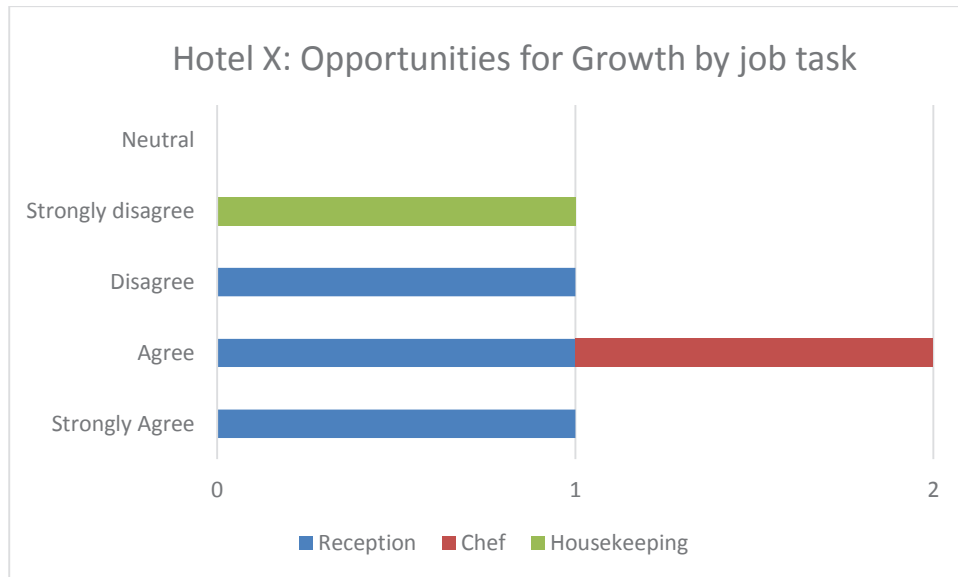
Chart 9 above examines how the employees perceive their opportunities for growth within the business.

All five respondents consider their work challenging, stimulating and rewarding.

4 out of 5 respondents feel that they are encouraged to learn from their mistakes. 1 respondent has responded “neutral/no opinion”.

4 out of 5 employees also feel that they receive the training they need in order to do their job well. 1 respondent has responded “neutral/no opinion”.

However, 1 respondent strongly disagrees and 1 disagrees that they haven’t been given opportunities for professional growth within business. Yet 3 out of 5 respondents still feel that they have received opportunities for professional growth.



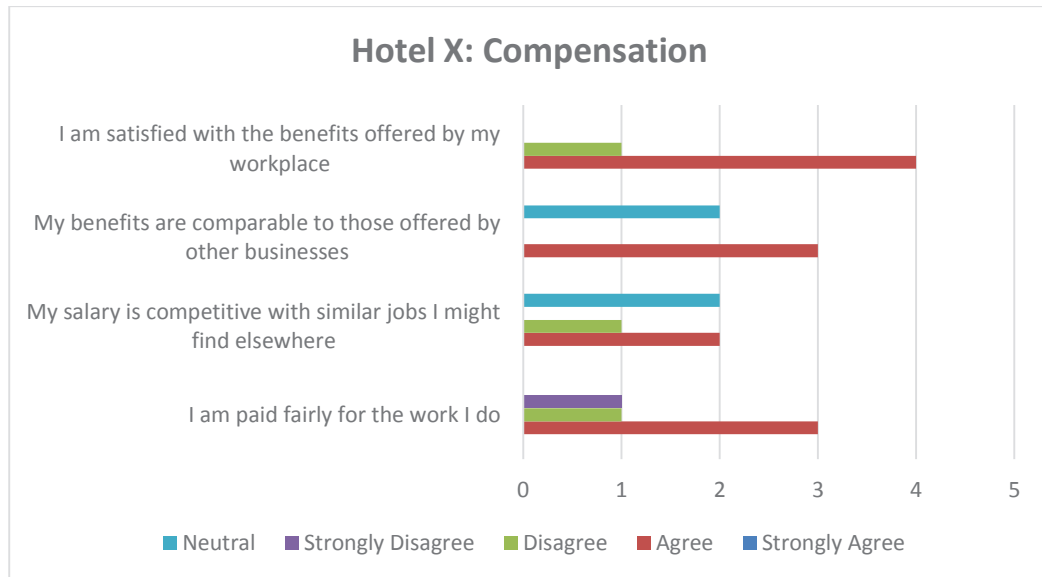
**Chart 10.** Hotel X: Opportunities for Growth by Job Task.

For further understanding, chart 10 above specifies the responses to the statement “I am given opportunities for professional growth in this business” by job task.

1 (out of 1) housekeeper strongly disagrees having opportunities for growth.

Also, 1 out of 3 receptionists disagrees having opportunities for growth.

2 (out of 3) receptionists, as well as 1 (out of 1) chefs strongly agree or agree that they have possibilities for professional growth.



**Chart 11.** Hotel X: Compensation.

Chart 11 above examines the compensation employees receive from the work.

4 out of 5 agree they are satisfied with the benefits their workplace offers. However, 1 respondent disagrees.

3 out of 5 people agree that the benefits are comparable to benefits of other businesses, and 2 respondents have answered “neutral/no opinion”.

2 out of 5 people agree that their salary is comparable to salaries of other businesses. 1 respondent disagrees. 2 respondents have answered “neutral/no opinion”.

3 out of 5 respondents agree they are paid fairly for the work they do. 1 out of 5 disagrees and 1 out of 5 strongly disagrees that the salary is fair compared to the amount of work.





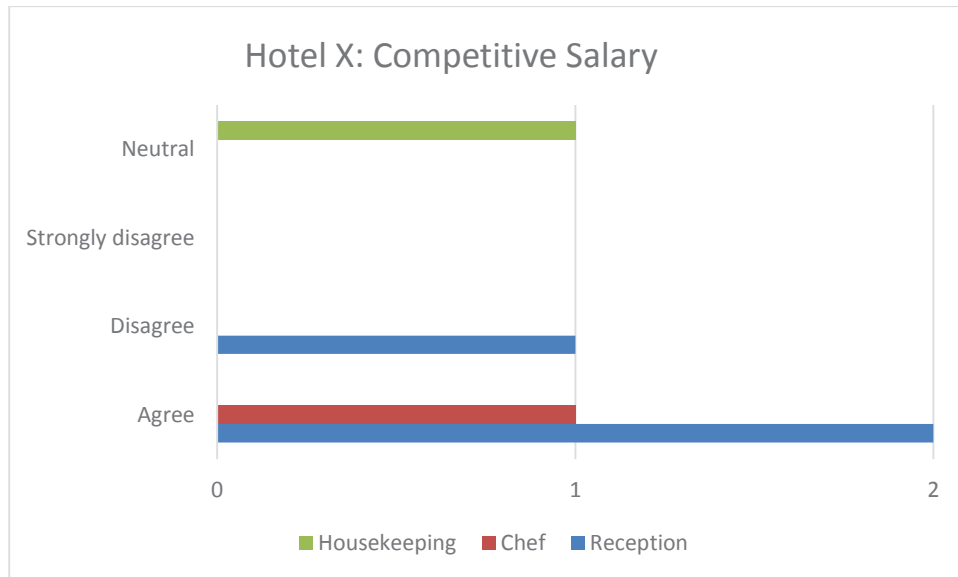
**Chart 12.** Hotel X: Benefits.

For further understanding, chart 12 above specifies the responses to the statement “My benefits are comparable to those offered by other businesses” by job task.

1 (out of 1) chefs disagree that benefits are comparable to the benefits in other businesses.

1 (out of 1) housekeeper in agrees that benefits are comparable to the benefits in other businesses.

Also, 3 (out of 3) respondents in reception also agrees that benefits are comparable to the benefits in other businesses.



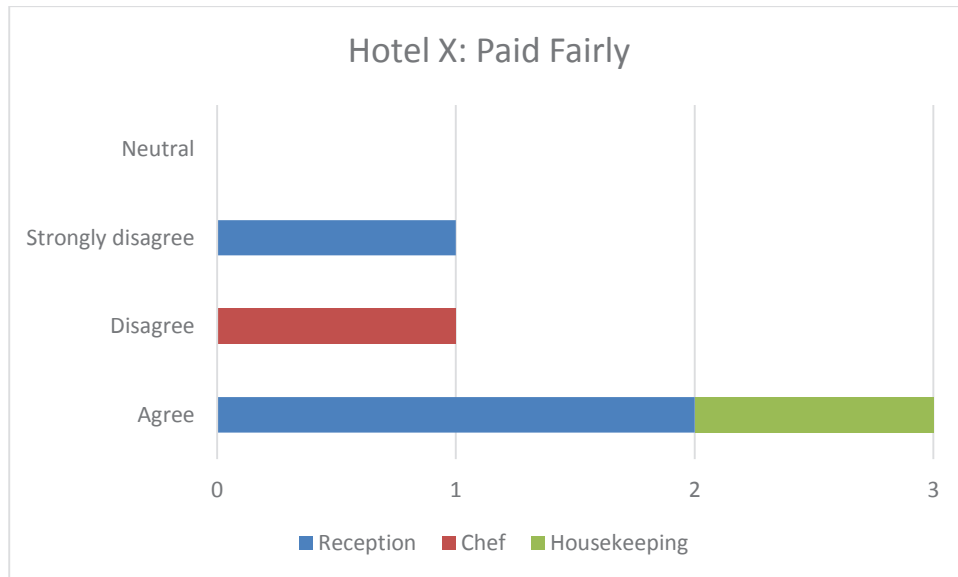
**Chart 13.** Hotel X: Competitive Salary.

For further understanding, chart 13 above specifies the responses to the statement “My salary is competitive with similar jobs I might find elsewhere” by job task.

1 (out of 1) housekeeper answered “neutral/no opinion”.

1 (out of 3) receptionists disagrees, and 2 (out of 3) receptionists agree that benefits are comparable to the benefits in other businesses.

1 (out of 1) chefs agrees that benefits are comparable to the benefits in other businesses.



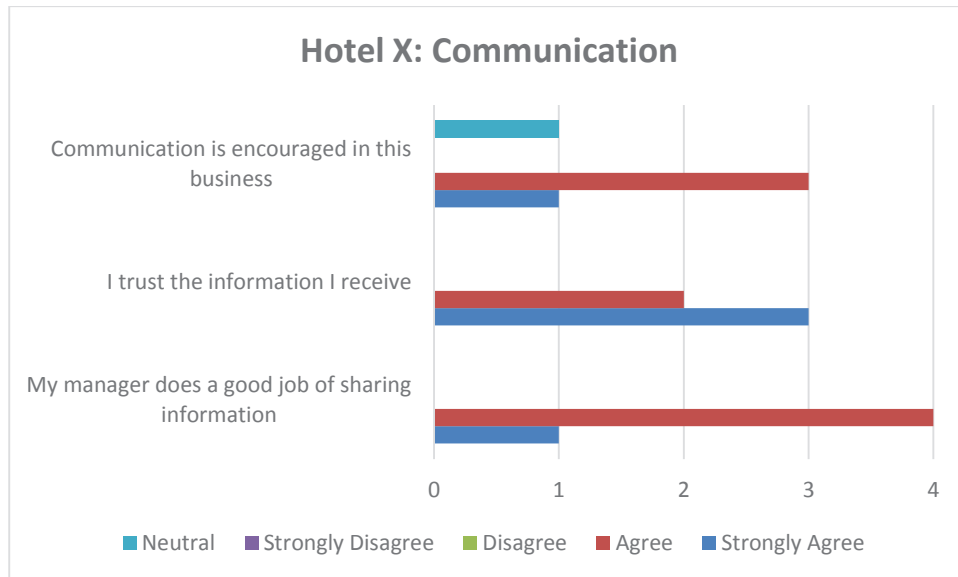
**Chart 14.** Hotel X: Paid Fairly.

For further understanding, chart 14 above specifies the responses to the statement “I am paid fairly for the work I do” by job task.

1 (out of 3) receptionists strongly disagrees, and 2 (out of 3) receptionists agree that they are paid fairly for the work they do.

1 (out of 1) chefs disagrees that they are paid fairly for the work they do.

1 (out of 1) housekeeper agrees that they are paid fairly for the work they do.

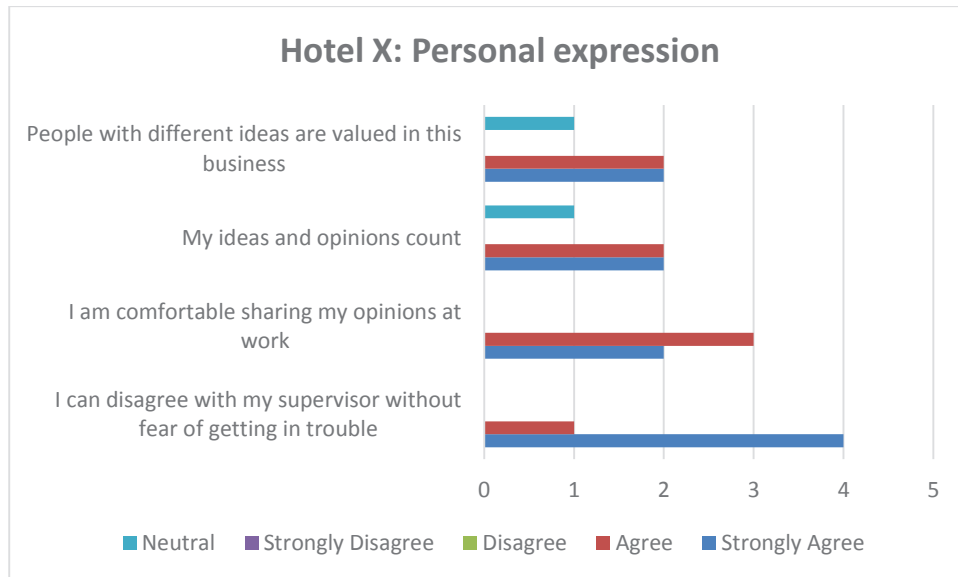


**Chart 15.** Hotel X: Communication.

In chart 15 can be seen that 4 out of 5 strongly agree or agree that communication is encouraged, 1 out of 5 has responded “neutral/no opinion”

5 out of 5 trust the information they receive, and 5 out of 5 strongly agree or agree that their Manager does a good job sharing information.

Communication in Hotel X seems good as all the employees either strongly agree or agree.



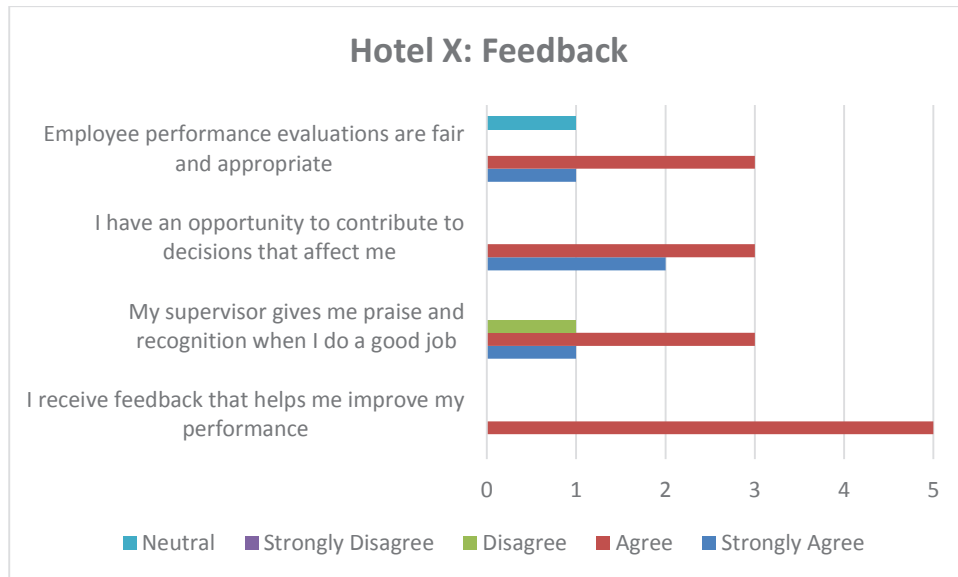
**Chart 16.** Hotel X: Personal Expression.

In chart 16 can be seen that 2 employees strongly agree and 2 employees agree that people with different ideas are valued in the business. 1 employee has responded “neutral/no opinion”.

4 out of 5 employees feel that their ideas and opinions count. 1 has responded “neutral/no opinion”.

5 out of 5 employees are comfortable sharing their opinions at work and 5 out of 5 employees also either strongly agree or agree that they can disagree with their Manager without fear of getting in trouble.

Also personal expression in Hotel X seems good as all the employees either strongly agree or agree, or have no opinion.

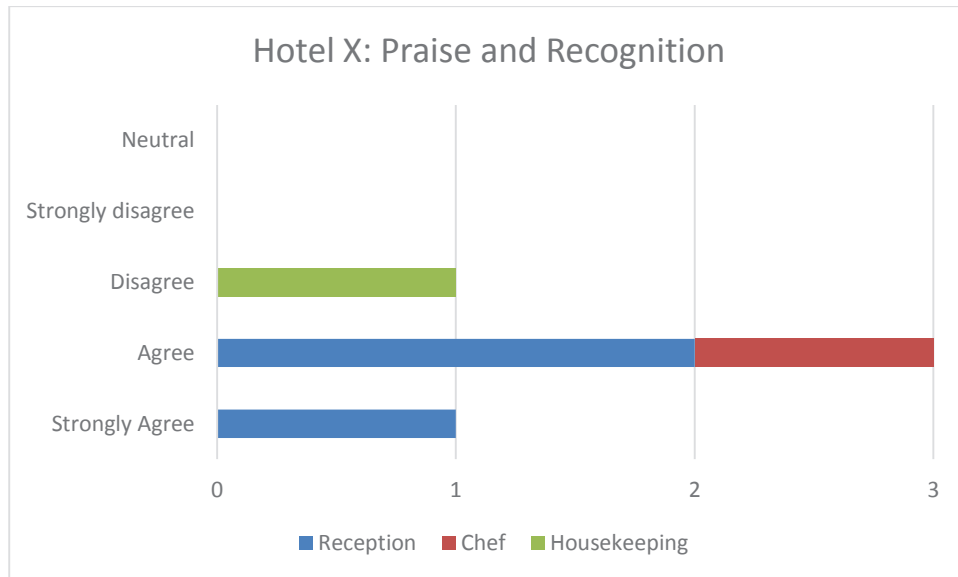


**Chart 17.** Hotel X: Feedback.

In chart 17 can be seen that 4 out of 5 employees perceive employee performance evaluations fair and appropriate, 1 employee has responded “neutral/no opinion”.

5 out of 5 employees strongly agree or agree having an opportunity to contribute to decisions affecting them.

4 out of five employees have received praise and recognition for a job well done, whilst 1 employee disagrees.



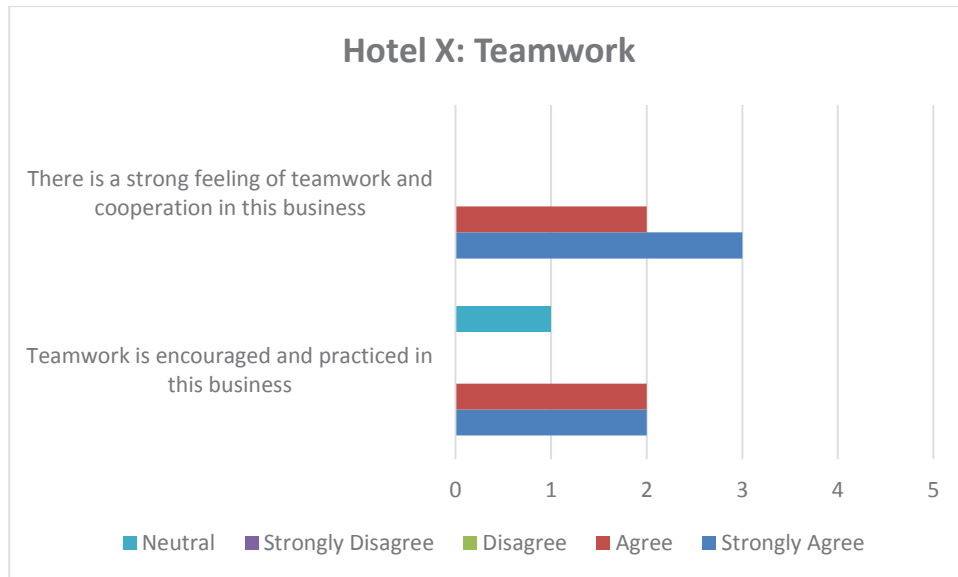
**Chart 18.** Hotel X: Praise and Recognition.

For further understanding, chart 18 above specifies the responses to the statement “My Manager gives me praise and recognition when I do a good job” by job task.

1 (out of 1) housekeeper disagrees that he receives praise and recognition.

1 (out of 1) chefs agrees that he receives praise and recognition.

1 (out of 3) receptionists strongly agrees, and 2 (out of 3) receptionists agree that they receive praise and recognition.



**Chart 19.** Hotel X: Teamwork.

Teamwork is an important aspect affecting engagement. In Hotel X the majority of employees perceive team spirit to be good within the business.

As can be seen from chart 19, 5 out of 5 employees strongly agree or agree that there is a strong feeling of teamwork and co-operation within the business.

4 out of 5 employees strongly agree or agree that teamwork is encouraged and practiced. 1 employee has responded “neutral/no opinion”.





**Chart 20.** Hotel X: Respect for Employer.

As can be seen from chart 20, 5 out of 5 employees are proud to tell where they work at.

5 out of 5 employees strongly agree or agree that their Manager leads by example and that they are very satisfied with their Manager

Also, 5 out of 5 employees strongly agree that they respect their Manager.

Employees respect for management is high as all the respondents either strongly agree or agree to all questions.



**Chart 21.** Hotel X: Respect for Employees.

As can be seen from chart 21, employers respect for employees scores high as well.

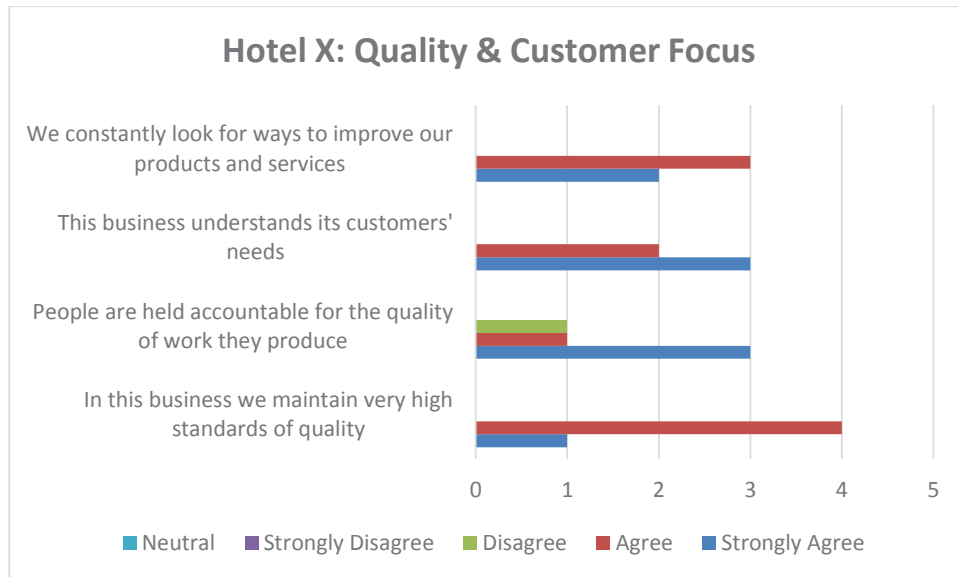
5 out of 5 employees strongly agree or agree that their co-workers care about them as a person.

4 out of 5 employees strongly agree or agree that their Manager values their talents and contribution. 1 employee has responded “neutral/no opinion”.

5 out of 5 employees strongly agree that their Manager listens to what they are saying.

5 out of 5 employees strongly agree or agree that their Manager treats them with respect.

Manager respect for employees scores high as all the respondents either strongly agree or agree, or have no opinion, to all questions.



**Chart 22.** Hotel X: Quality & Customer Focus.

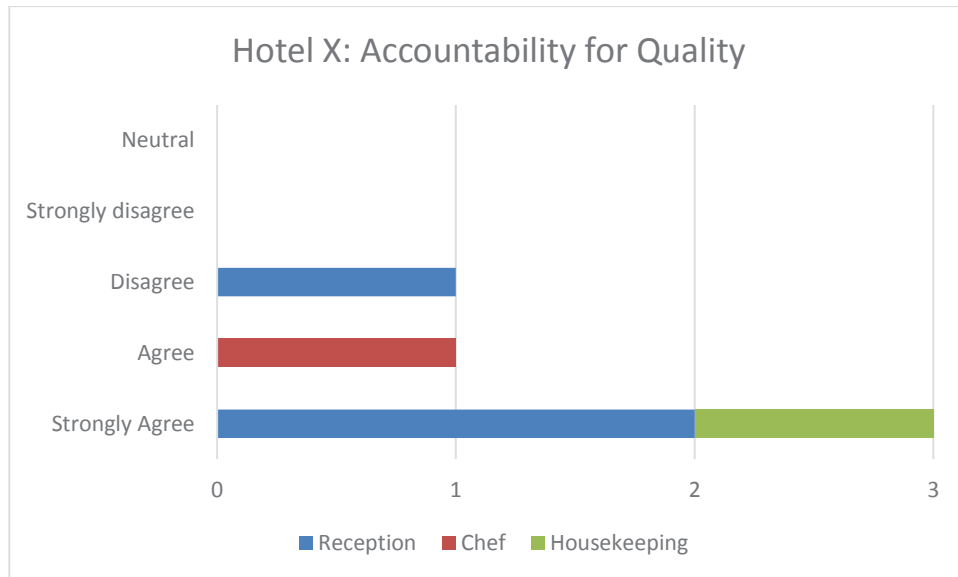
As can be seen from chart 22, also quality & Customer focus scores rather high.

5 out of 5 employees strongly agree or agree that they look for ways to improve products and services.

5 out of 5 employees strongly agree or agree that the business understands customers' needs.

4 out of 5 employees strongly agree or agree that people are held accountable for the job they do. However 1 person disagrees with the statement.

5 out of 5 employees strongly agree or agree that standards for quality are held high.



**Chart 23.** Hotel X: Accountability for Quality.

For further understanding, chart 23 above specifies the responses to the statement “People are held accountable for the quality of work they produce” by job task.

1 (out of 1) housekeeper strongly agrees that people are held accountable for the quality.

1 (out of 1) chefs agrees that people are held accountable for the quality.

1 (out of 3) receptionists disagree, and 2 (out of 3) receptionists strongly agree that people are held accountable for the quality.



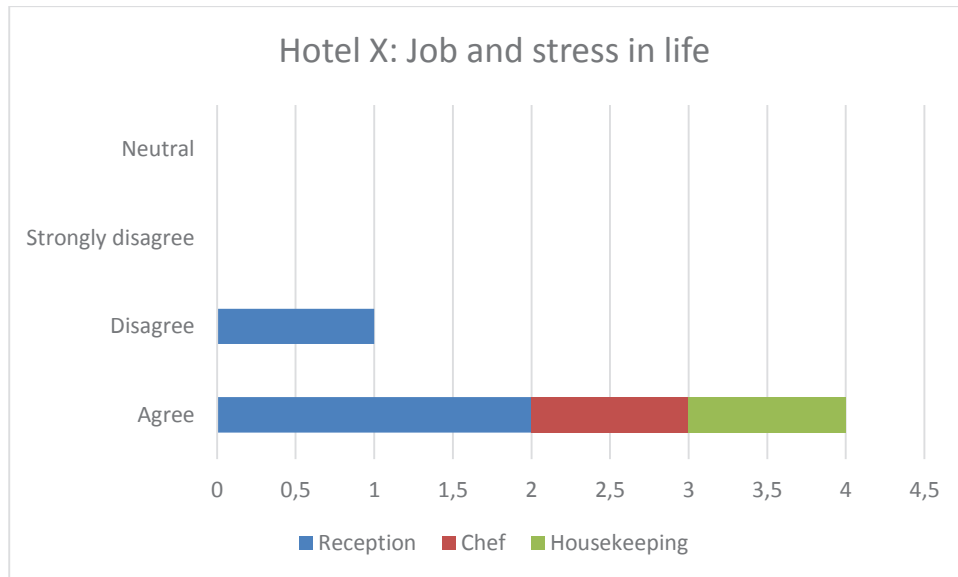
**Chart 24.** Hotel X: Stress and Work Pace.

As can be seen from chart 24, by far, the results for Stress and Work Pace have the lowest score.

4 out of 5 employees agree that their job does not cause unreasonable stress in their lives. However, 1 person disagrees with the statement.

3 out of five employees agreed that the amount of work they are asked to do is reasonable. However, 2 out of 5 employees disagree with the statement.

3 out of five employees agreed that the work pace in the business enables them to do a good job. However, 2 out of 5 employees disagree with the statement.



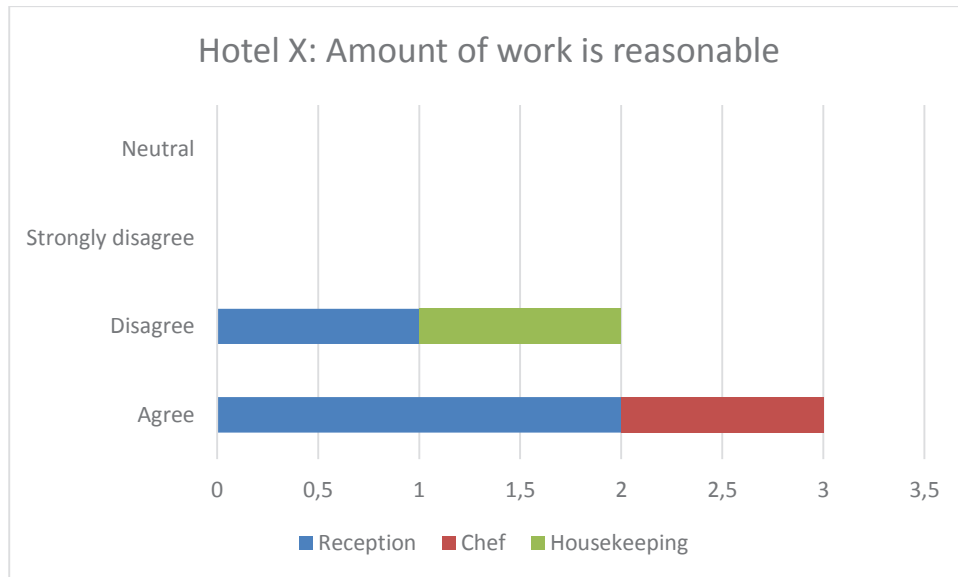
**Chart 25.** Hotel X: Job and Stress in Life.

For further understanding, chart 25 above specifies the responses to the statement “My job does not cause unreasonable amounts of stress in my life” by job task.

1 (out of 1) housekeeper agrees that the job does not cause unreasonable amount of stress in life.

1 (out of 1) chefs agrees that the job does not cause unreasonable amount of stress in life.

1 (out of 3) receptionists agrees, and 2 (out of 3) receptionists disagree that the job does not cause unreasonable amount of stress in life.



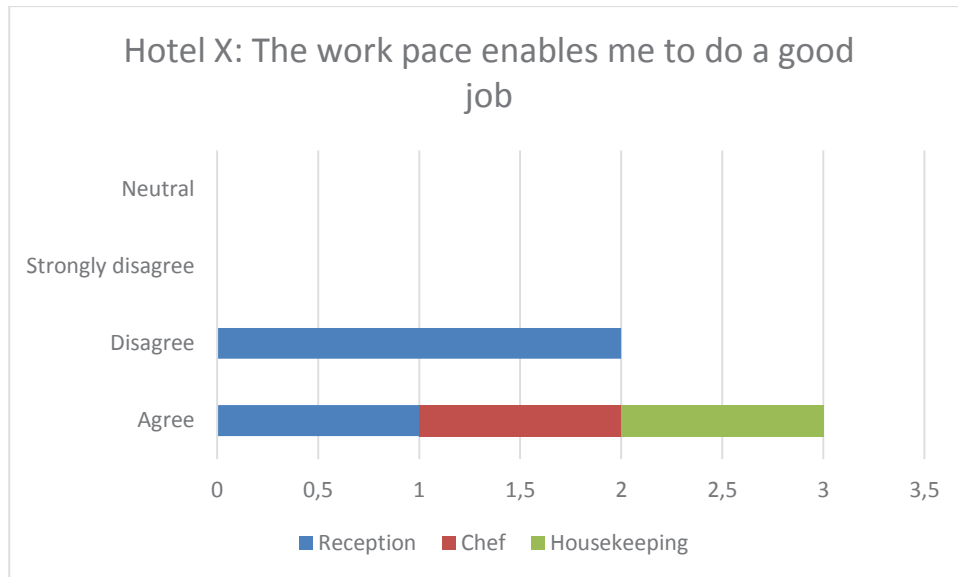
**Chart 26.** Hotel X: Amount of Work is Reasonable.

For further understanding, chart 26 above specifies the responses to the statement “The amount of work I am asked to do is reasonable” by job task.

1 (out of 1) chefs agrees that the Amount of Work is Reasonable.

1 (out of 1) housekeeper disagrees that the Amount of Work is Reasonable.

1 (out of 3) receptionists disagrees, and 2 (out of 3) receptionists agree that the Amount of Work is Reasonable.



**Chart 27.** Hotel X: The Work Pace Enables Me to Do a Good Job.

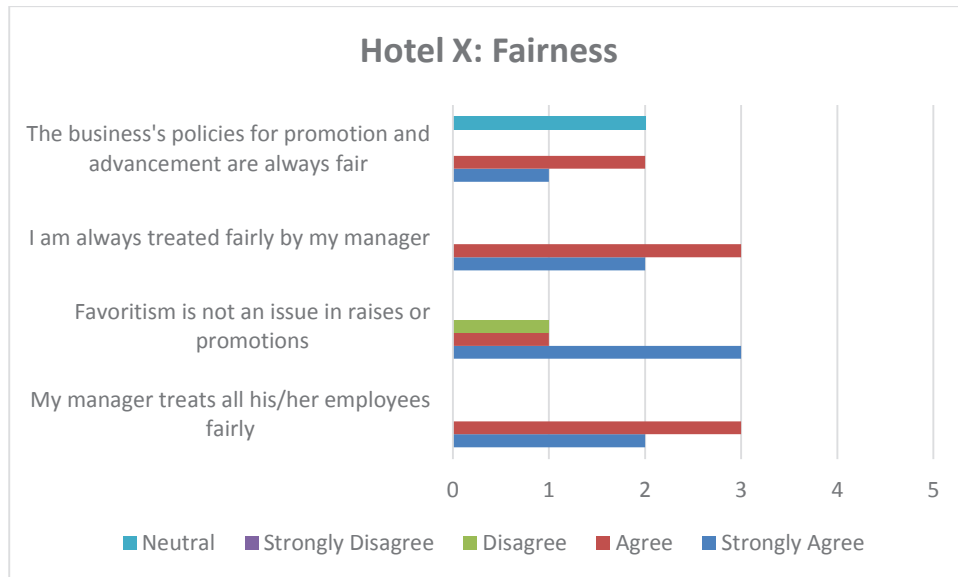
For further understanding, chart 27 above specifies the responses to the statement “The pace of the work in this business enables me to do a good job” by job task.

1 (out of 1) housekeeper agrees that the work pace enables him to do a good job.

1 (out of 1) chefs agrees that the work pace enables him to do a good job.

2 (out of 3) disagree, and 1 (out of 3) receptionists agree that the work pace enables him to do a good job.





**Chart 28.** Hotel X: Fairness.

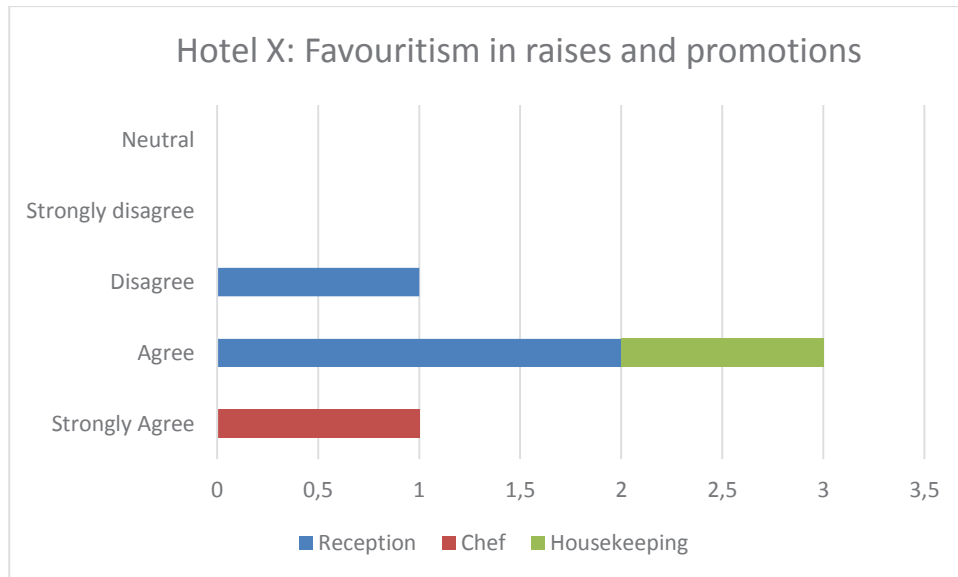
As can be seen from chart 28, fairness scores rather high as well.

3 out of 5 employees strongly agree or agree that the policies for promotion and advancement are always fair. 2 out of 5 employees has responded “neutral/no opinion”.

5 out of 5 employees strongly agree or agree that they are treated fairly by their Manager.

4 out of 5 employees strongly agree or agree that favouritism is not an issue when it comes to raises and promotions. 1 out of 5 employees disagree with the statement.

5 out of 5 employees strongly agree or agree that their Manager treats all employees fairly.



**Chart 29.** Hotel X: Favouritism in Raises and Promotions.

For further understanding, chart 29 above specifies the responses to the statement “Favoritism is not an issue in raises or promotions” by job task.

1 (out of 1) housekeeper agrees that favoritism is not an issue in raises and promotions.

1 (out of 1) chefs strongly agrees that favoritism is not an issue in raises and promotions.

2 (out of 3) agree, and 1 (out of 3) receptionists disagree that favoritism is not an issue in raises and promotions.



**Chart 30.** Hotel X: Other.

Other questions to identify engagement were asked as well.

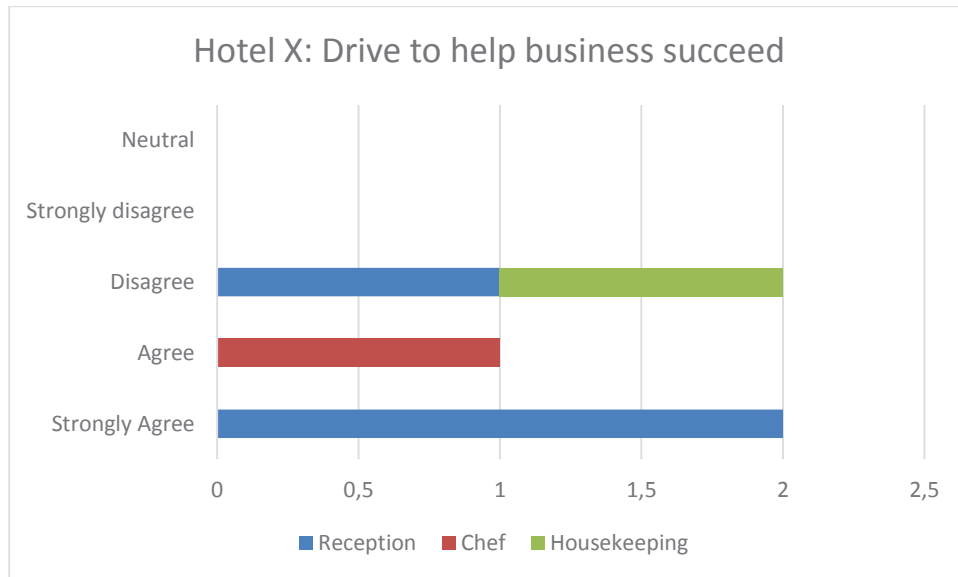
As per chart 30, 5 out of 5 employees strongly agree or agree that they are extremely proud to tell they work for the business.

3 out of 5 employees strongly agree or agree that they feel personally driven to help the business succeed and will go beyond what's expected to ensure the success. 2 out of 5 employees disagree with the statement.

4 out of 5 employees strongly agree or agree that they would recommend business to friends and family. 1 out of 5 employees disagree with the statement.

5 out of 5 employees strongly agree or agree that they are highly committed to the business

4 out of 5 employees strongly agree or agree that they are satisfied with the job. 1 out of 5 employees disagree with the statement.



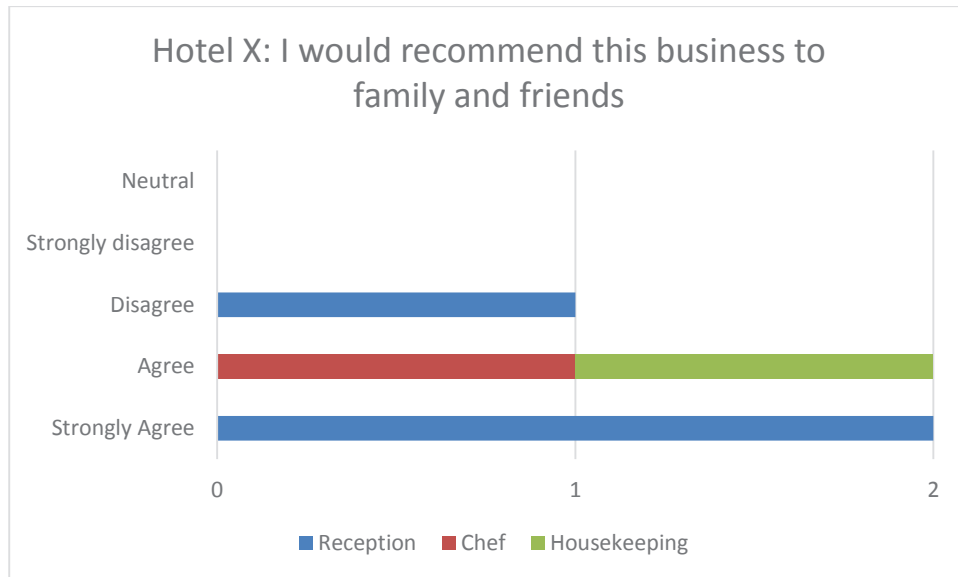
**Chart 31.** Hotel X: Drive to Help Business Succeed.

For further understanding, chart 31 above specifies the responses to the statement “I feel personally driven to help this business succeed and will go beyond what's expected of me to ensure that it does” by job task.

1 (out of 1) housekeeper disagrees feeling personally driven to help business succeed.

1 (out of 1) chefs agrees feeling personally driven to help business succeed.

2 (out of 3) strongly agree, and 1 (out of 3) receptionists disagree feeling personally driven to help business succeed.



**Chart 32.** Hotel X: I Would Recommend This Business to Family and Friends.

For further understanding, chart 32 above specifies the responses to the statement “I would recommend this business to friends and family” by job task.

1 (out of 1) housekeeper agrees that he would recommend business to friends and family.

1 (out of 1) chefs strongly agrees that he would recommend business to friends and family.

2 (out of 3) strongly agree, and 1 (out of 3) receptionists disagree that he would recommend business to friends and family.



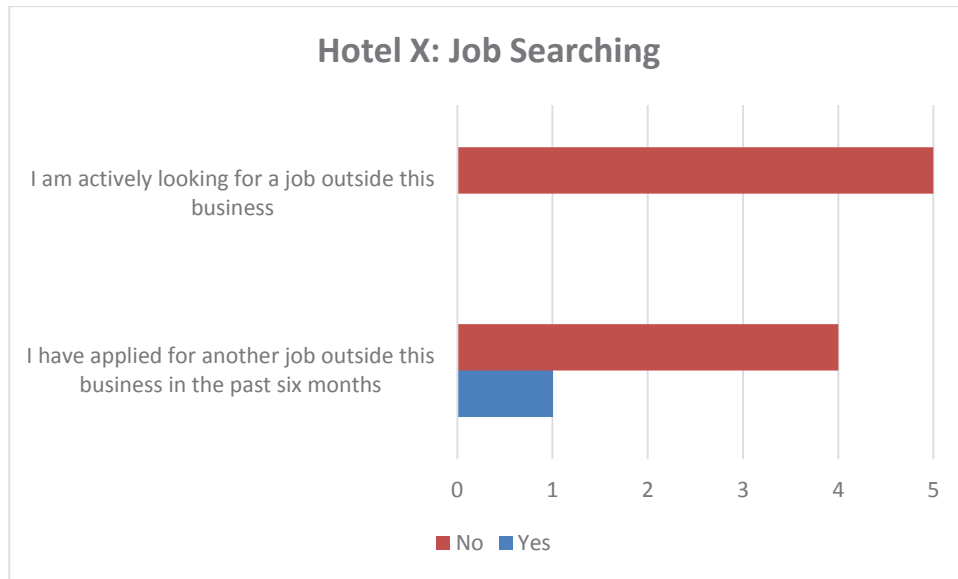
**Chart 33.** Hotel X: Satisfaction with Job.

For further understanding, chart 33 above specifies the responses to the statement “I am very satisfied with my job” by job task.

1 (out of 1) housekeeper disagrees being satisfied with the job.

1 (out of 1) chef agrees being satisfied with the job.

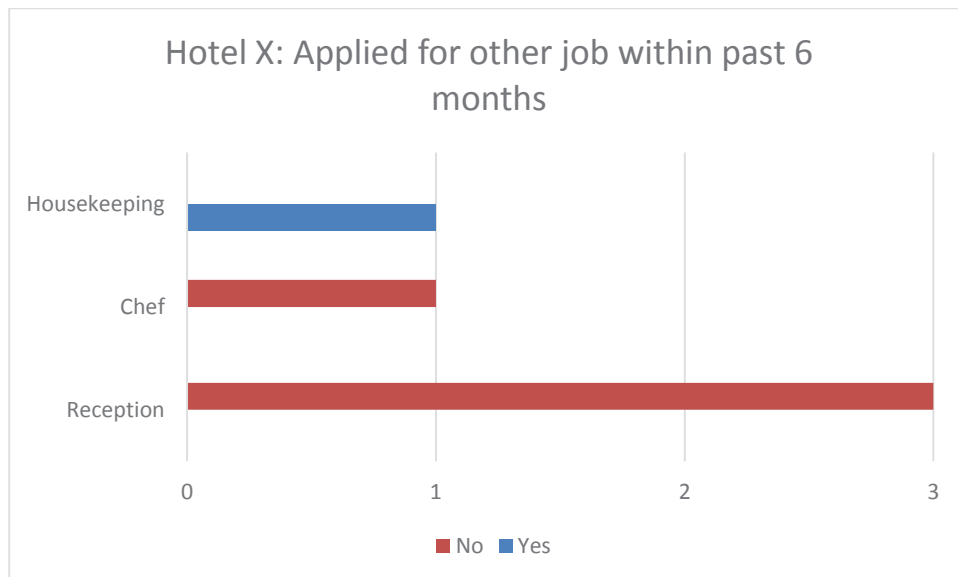
1 (out of 3) strongly agree, and 2 (out of 3) receptionists agree being satisfied with the job.



**Chart 34.** Hotel X: Job Searching.

As can be seen from chart 34, 0 (out of 5) employees are actively looking for a job outside of the business

However, 1 (out of 5) employees has applied for another job within the past six months.



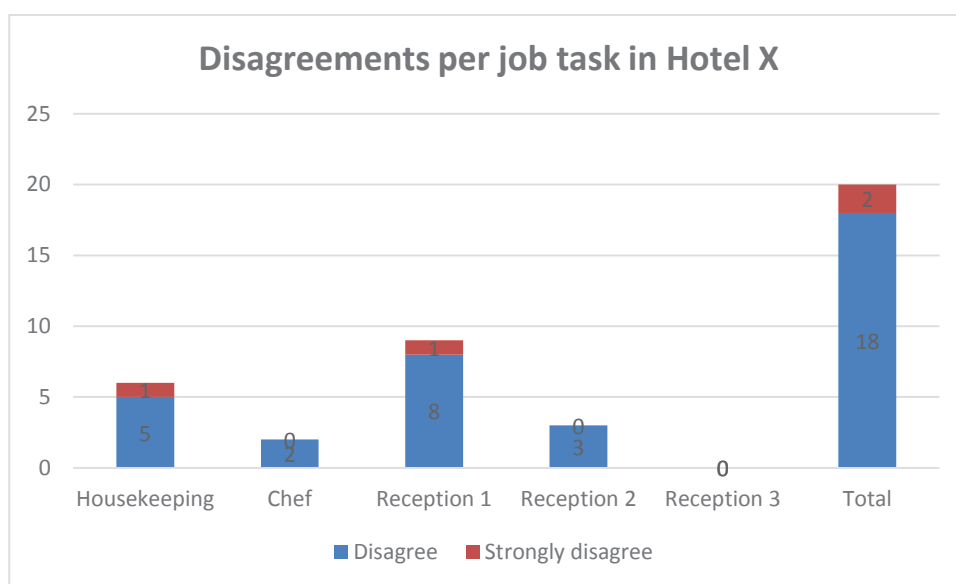
**Chart 35.** Hotel X: Applied for Other Job Within Past 6 Months.

For further understanding, chart 35 above specifies the responses to the statement “I have applied for another job outside this business in the past six months” by job task.

1 (out of 1) employees in housekeeping agrees having Applied for Other Job within Past 6 Months.

0 (out of 3) receptionists and 0 (out of 1) chefs have not Applied for Other Job within Past 6 Months.

Finally, chart 36 below demonstrates where most disengagement in Hotel X presents.



**Chart 36.** Disagreements per Job Task in Hotel X.

As can be seen from chart 36, altogether there were 18 disagree answers and 2 strongly disagree answers. The total amount of questions evaluating engagement was 49.

5 (out of 18) disagree and 1 (out of 2) strongly disagree answers were in housekeeping.



2 (out of 18) disagree answers were by chef.

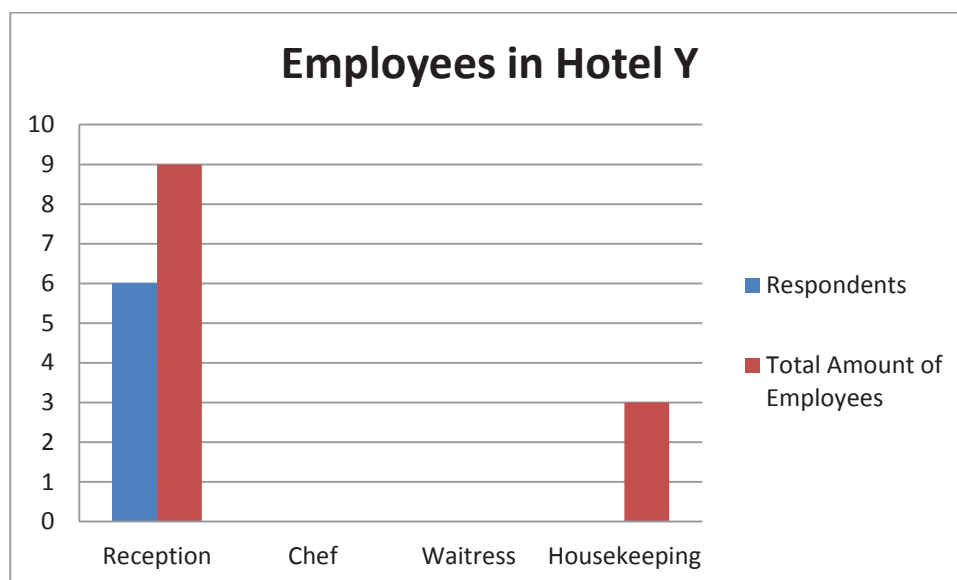
8 (out of 18) disagree and 1 (out of 2) strongly disagree answers were by Receptionist 1.

3 (out of 18) disagree answers were by Receptionist 2.

Receptionist 3 answered no disagree or strongly disagree answers.

## Results for Hotel Y

### Basic Information Concerning Respondents in Hotel Y

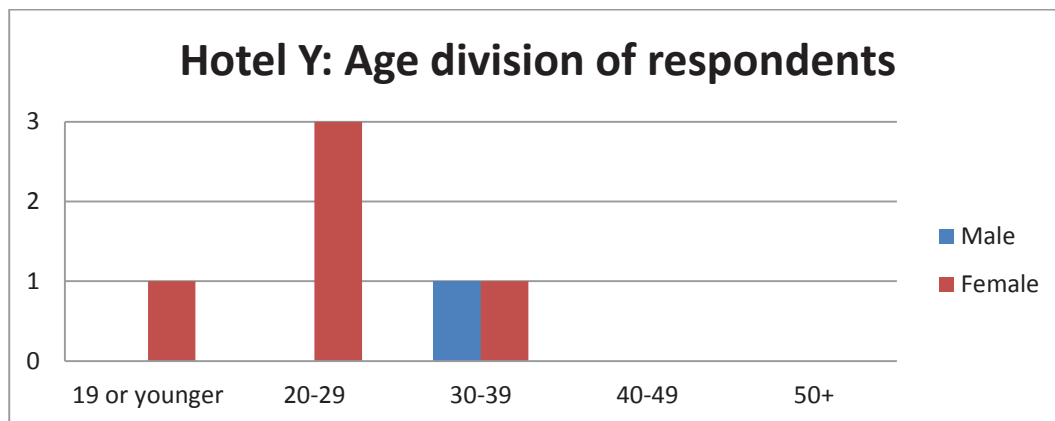


**Chart 37.** Employees in Hotel Y.

As can be seen from chart 37, Hotel Y has altogether 12 employees, and 1 on-call employee. On-call employees are not included to the survey.

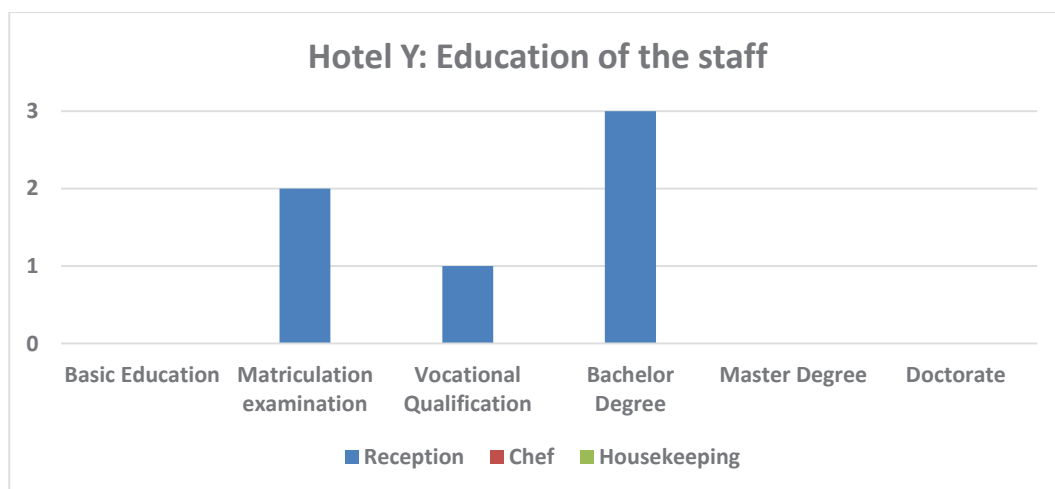
- 9 out of 12 employees work in reception, and their duties include also cooking and waiting tables
- out of 9 receptionists have responded to the survey
- 3 out of 12 employees work in housekeeping.
- 0 out of 3 housekeepers responded to the survey

As chef's and waiters/waitresses duties are included into receptionist job, and no responses were received from housekeepers, only one category, reception, will be analysed.



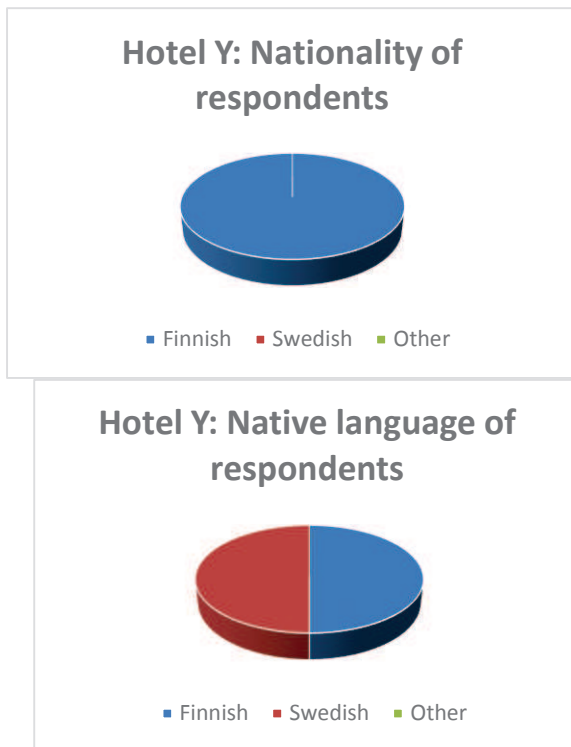
**Chart 38.** Hotel Y: Age Division of Respondents.

As per chart 38, 1 respondent was a male, and 5 respondents were female. Out of respondents, 1 was aged 19 or under, 2 were aged 20-29 years and 2 were 30-39 years.



**Chart 39.** Hotel Y: Education of the Staff.

As can be seen from chart 39, 2 out of 6 receptionists have Matriculation Examination, 1 out of 6 receptionists has Vocational Qualification and 3 out of 6 receptionists have Bachelor Degree.



**Chart 40.** Hotel Y: Nationality of Respondents.

**Chart 41.** Hotel Y: Native Language of Respondents.

As can be seen from chart 40, the nationality of 6 out of 6 respondents is Finnish. In addition, chart 41 identifies that 3 out of 6 speak Swedish and 3 out of 6 speak Finnish as their native language.

### **Employee Engagement Survey Results for Hotel Y**



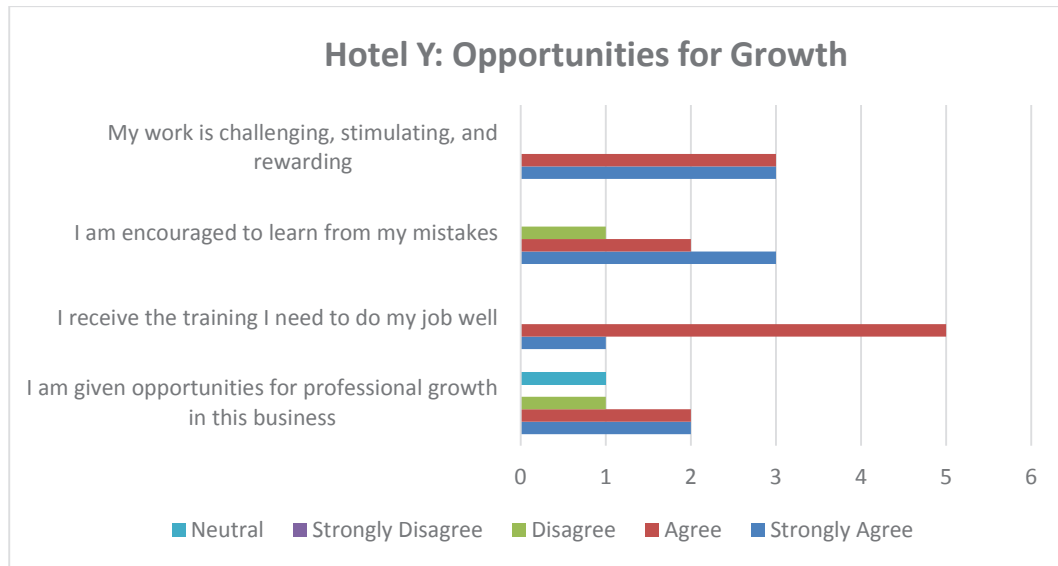
**Chart 42.** Hotel Y: Workplace and Resources

Chart 42 above examines how the employees view their workplace, and whether they have the resources needed.

6 out of 6 employees strongly agree or agree their workplace being safe.

Also the majority, 5 out of 6, perceive their workplace to be well-maintained and physically comfortable place to work. 1 out of 6 employees disagree with the statement.

5 out of 6 employees feel confident they have the information and tools they need to do their job effectively. 1 out of 6 employees disagree.



**Chart 43.** Hotel Y: Workplace and Resources.

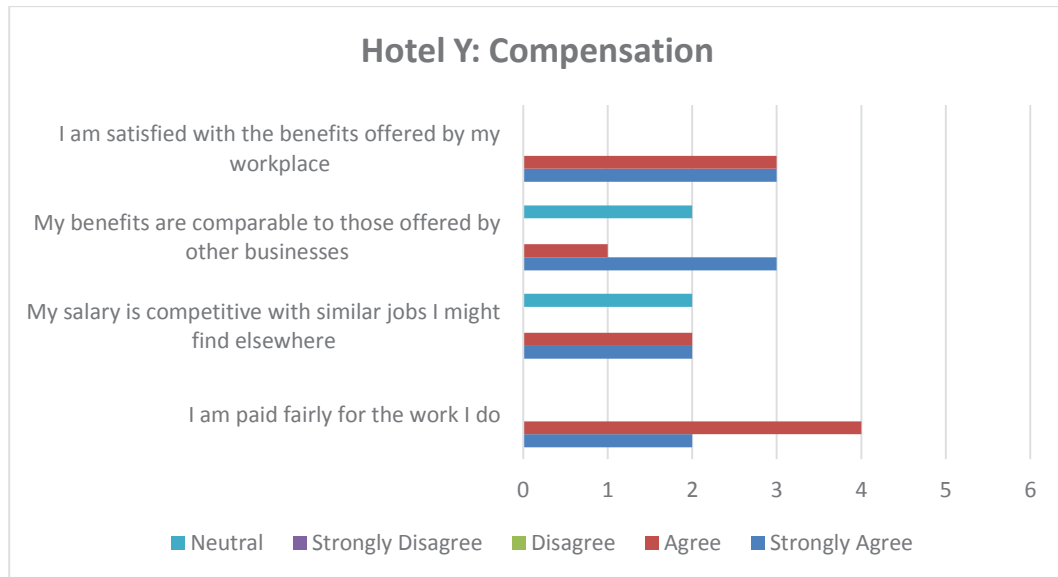
Chart 43 above examines how the employees perceive their opportunities for growth within the business.

6 out of 6 respondents consider their work challenging, stimulating and rewarding.

5 out of 6 respondents feel that they are encouraged to learn from their mistakes. 1 respondent disagrees with the statement.

6 out of 6 employees also feel that they receive the training they need in order to do their job well.

4 out of 6 respondents feel that they have received opportunities for professional growth. 1 respondent disagrees with the statement and 1 respondent has responded “neutral/no opinion”.



**Chart 44.** Hotel Y: Compensation.

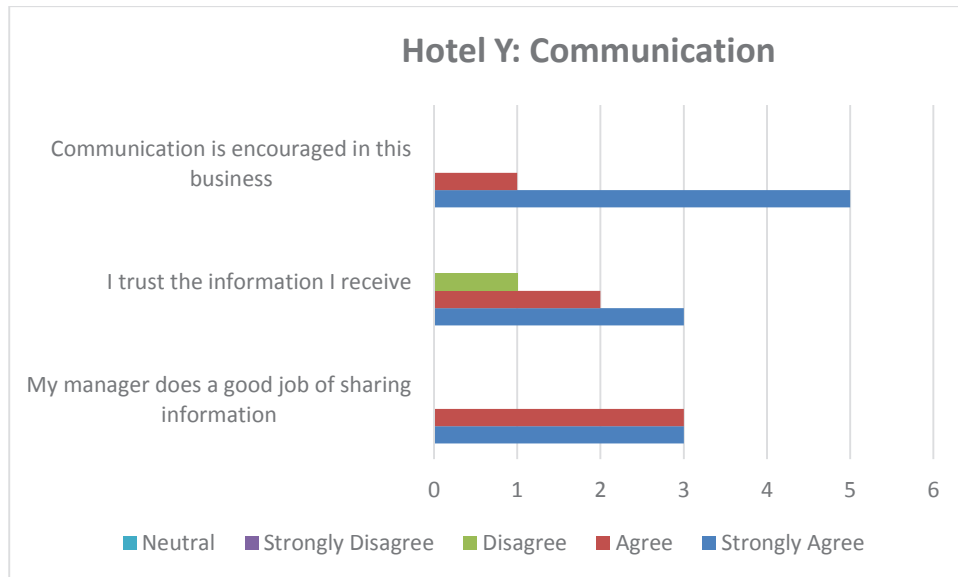
Chart 44 above examines the compensation employees receive from the work.

6 out of 6 agree they are satisfied with the benefits their workplace offers.

4 out of 6 people strongly agree or agree that the benefits are comparable to benefits of other businesses, and 2 respondents have answered “neutral/no opinion”.

4 out of 6 people agree that their salary is comparable to salaries of other businesses. 2 respondents have answered “neutral/no opinion”.

6 out of 6 respondents strongly agree or agree they are paid fairly for the work they do.

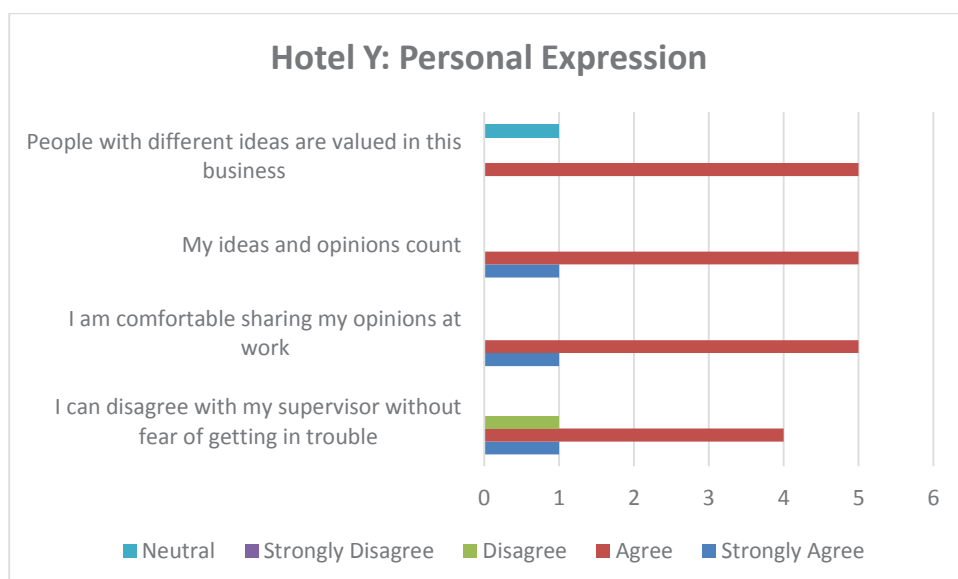


**Chart 45.** Hotel Y: Communication.

6 out of 6 strongly agree or agree that communication is encouraged.

5 out of 6 trust the information they receive. 1 employee disagrees with the statement.

6 out of 6 strongly agree or agree that their Manager does a good job sharing information.



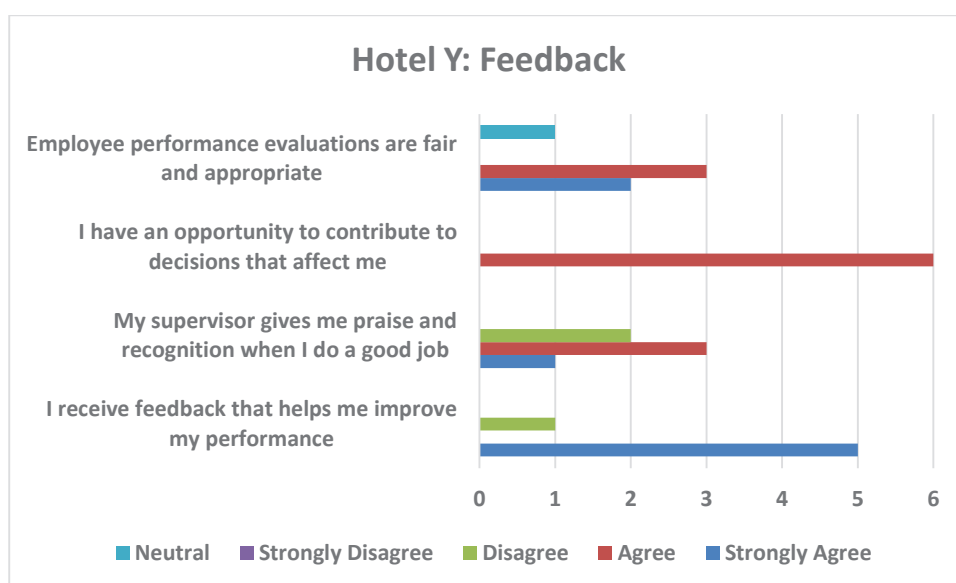
**Chart 46.** Hotel Y: Personal Expression.

As per chart 46, 5 out of 6 employees agree that people with different ideas are valued in the business. 1 employee has responded “neutral/no opinion”.

6 out of 6 employees strongly agree or agree that their ideas and opinions count.

6 out of 6 employees are comfortable sharing their opinions at work.

5 out of 6 employees strongly agree or agree that they can disagree with their Manager without fear of getting in trouble. 1 employee disagrees with the statement.



**Chart 47.** Hotel Y: Feedback.

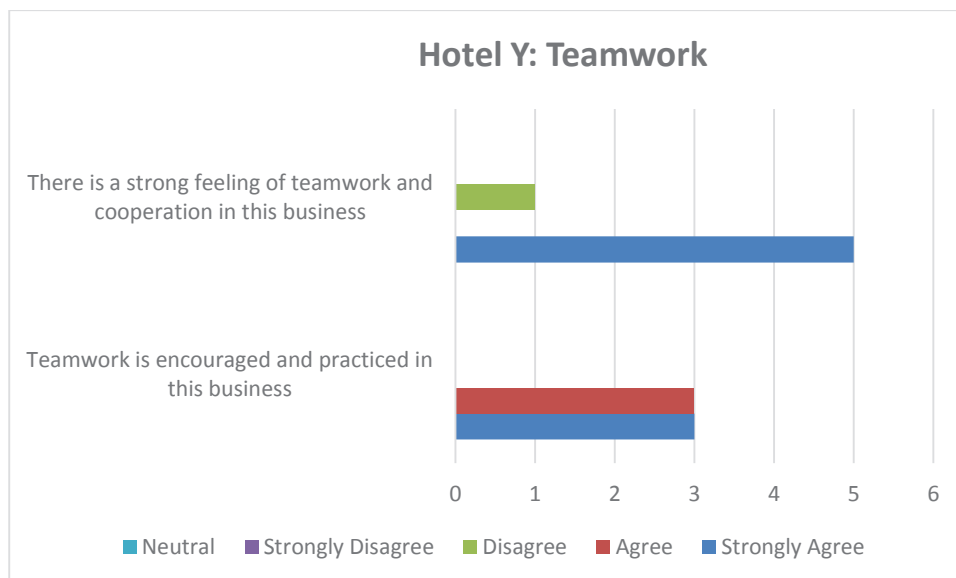
5 out of 6 employees perceive employee performance evaluations fair and appropriate, 1 employee has responded “neutral/no opinion”.

6 out of 6 employees agree having an opportunity to contribute to decisions affecting them.

4 out of 6 employees have received praise and recognition for a job well done, whilst 2 employee disagree with the statement

5 out of 6 employees strongly agree that the feedback they receive helps them improve their performance. 1 employee disagrees with the statement.



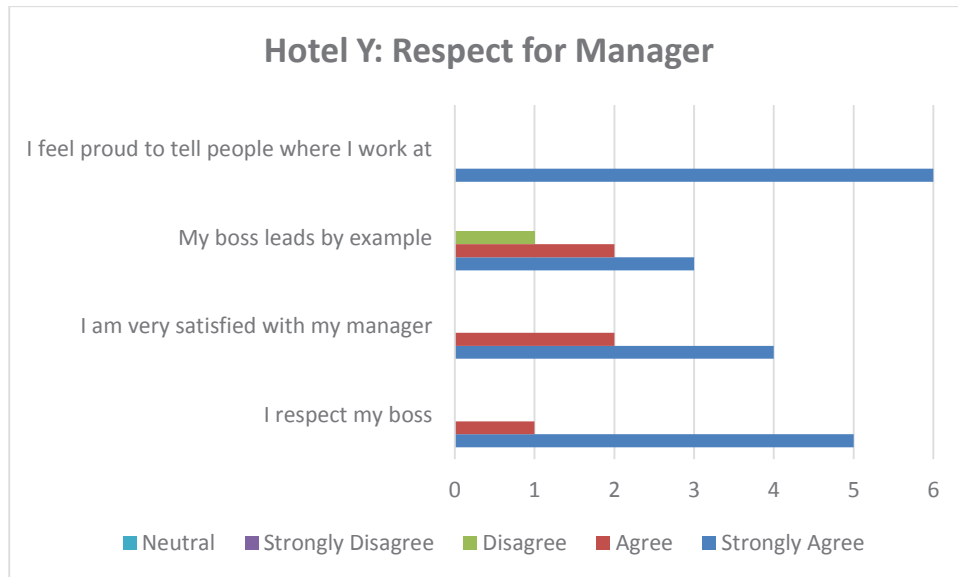


**Chart 48.** Hotel Y: Teamwork.

Teamwork is an important aspect affecting engagement. In Hotel X the majority of employees perceive team spirit to be good within the business.

As per chart 48, 5 out of 6 employees strongly agree or agree that there is a strong feeling of teamwork and co-operation within the business. 1 employee disagrees with the statement.

6 out of 6 employees strongly agree or agree that teamwork is encouraged and practiced.



**Chart 49.** Hotel Y: Respect for Manager.

As per chart 49, 6 out of 6 employees strongly agree they are proud to tell where they work at.

5 out of 6 employees strongly agree or agree that their Manager leads by example.  
1 employee disagrees with the statement.

6 out of 6 employees strongly agree that they are very satisfied with their Manager

6 out of 6 employees strongly agree that they respect their Manager.



**Chart 50.** Hotel Y: Respect for employees.

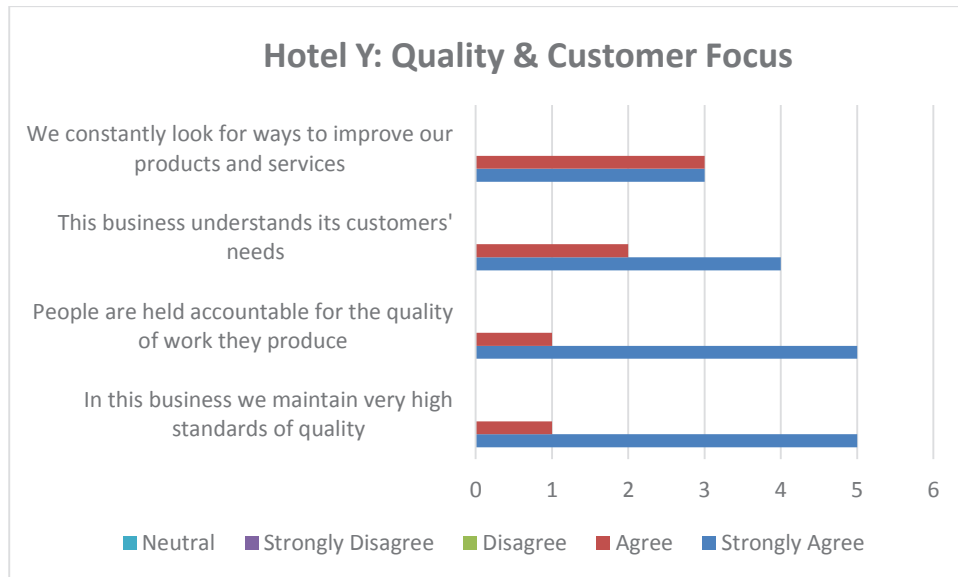
Manager respect for employees scores high as well.

As per chart 50, 6 out of 6 employees strongly agree or agree that their co-workers care about them as a person.

6 out of 6 employees strongly agree or agree that their Manager values their talents and contribution.

6 out of 6 employees strongly agree that their Manager listens to what they are saying.

6 out of 6 employees strongly agree or agree that their Manager treats them with respect.



**Chart 51.** Hotel Y: Quality & Customer Focus.

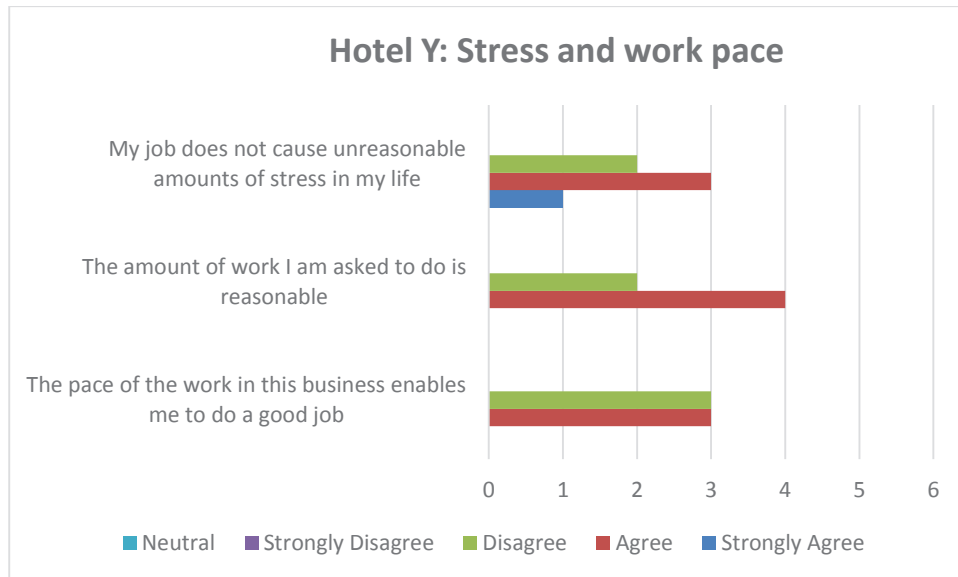
Quality & customer focus scores high.

As per chart 51, 6 out of 6 employees strongly agree or agree that they look for ways to improve products and services.

6 out of 6 employees strongly agree or agree that the business understands customers' needs.

6 out of 6 employees strongly agree or agree that people are held accountable for the job they do.

6 out of 6 employees strongly agree or agree that standards for quality are held high.



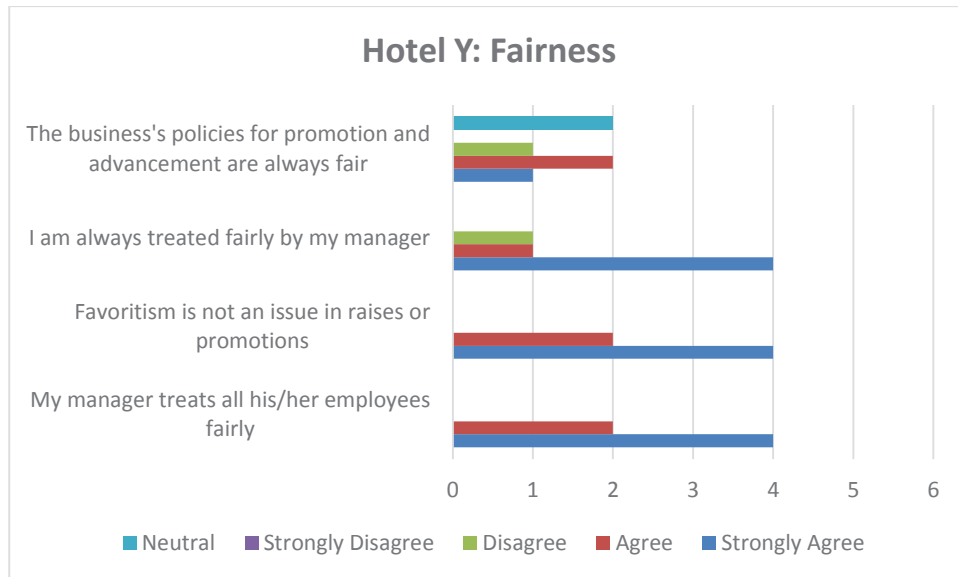
**Chart 52.** Hotel Y: Stress and Work Pace.

By far, the results for Stress and Work Pace are the lowest.

As per chart 52, 5 out of 6 employees agree that their job does not cause unreasonable stress in their lives. 1 person disagrees with the statement.

4 out of 6 employees agreed that the amount of work they are asked to do is reasonable. However, 2 out of 6 employees disagree with the statement.

3 out of 6 employees agreed that the work pace in the business enables them to do a good job. However, 3 out of 6 employees disagree with the statement.



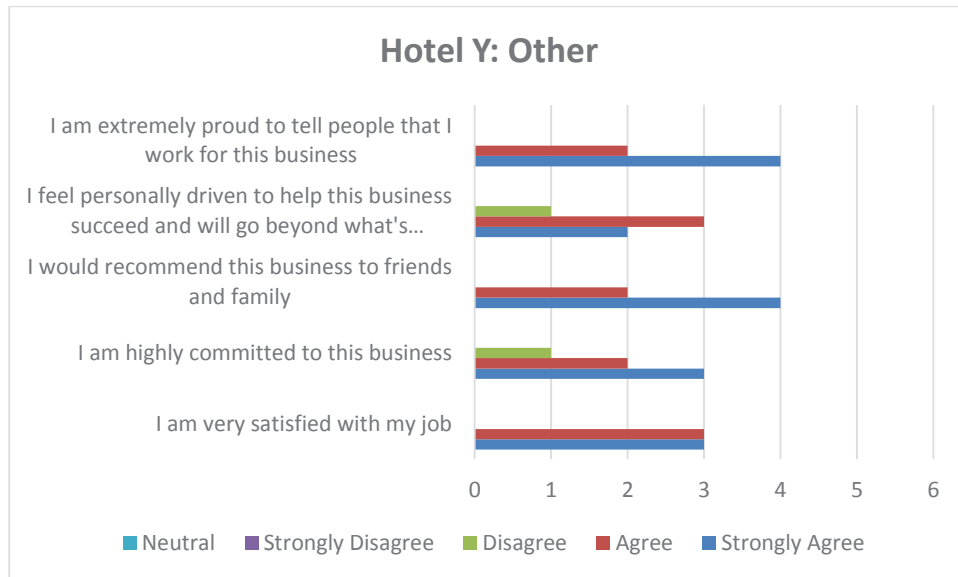
**Chart 53.** Hotel Y: Fairness.

As per chart 53, 3 out of 6 employees strongly agree or agree that the policies for promotion and advancement are always fair. 1 out of 6 employees disagrees with the statement and 1 out of 6 employees has responded “neutral/no opinion”.

5 out of 6 employees strongly agree or agree that they are treated fairly by their Manager. 1 out of 6 employees disagrees with the statement

6 out of 6 employees strongly agree or agree that favouritism is not an issue when it comes to raises and promotions.

6 out of 6 employees strongly agree or agree that their Manager treats all employees fairly.



**Chart 54.** Hotel Y: Other.

Other questions to identify engagement were asked as well.

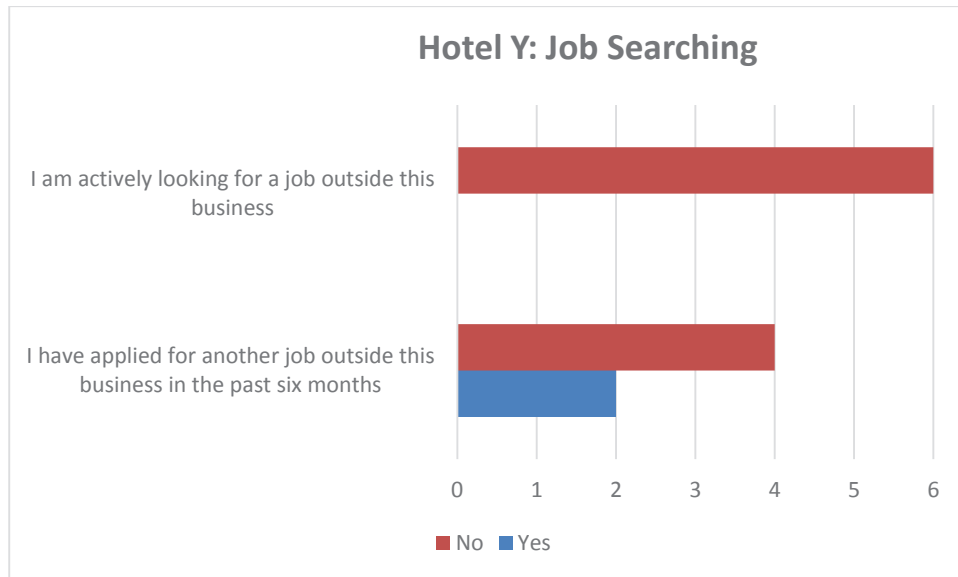
As per chart 54, 6 out of 6 employees strongly agree or agree that they are extremely proud to tell they work for the business.

5 out of 6 employees strongly agree or agree that they feel personally driven to help the business succeed and will go beyond what's expected to ensure the success. 1 out of 6 employees disagree with the statement.

6 out of 6 employees strongly agree or agree that they would recommend business to friends and family.

5 out of 6 employees strongly agree or agree that they are highly committed to the business. 1 out of 6 employees disagree with the statement.

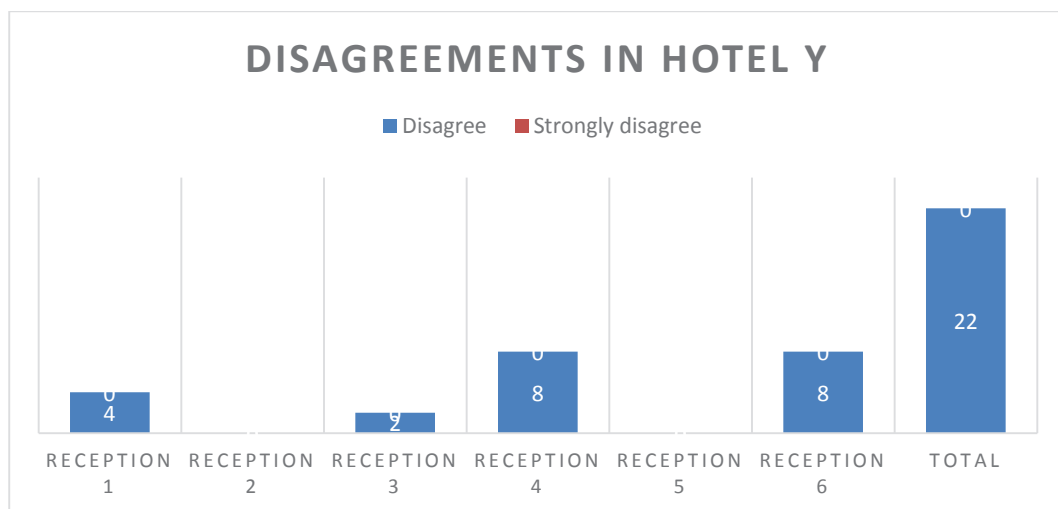
6 out of 6 employees strongly agree or agree that they are satisfied with the job.



**Chart 55.** Hotel Y: Job Searching.

As per chart 55, 0 out of 6 employees are actively looking for a job outside of the business

However, 2 out of 6 employees has applied for another job within the past six months.



**Chart 56.** Disagreements in Hotel Y.

As per chart 56, altogether there were 22 disagree answers and 0 strongly disagree answers. The total amount of questions evaluating engagement was 49.



4 (out of 22) disagree answers were by receptionist 1.

2 (out of 22) disagree answers were by receptionist 3.

Receptionist 4 and 6 both had 8 disagree answers.

Receptionists 2 and 5 answered no disagree or strongly disagree answers.